



SANTA CRUZ COUNTY

Local Area Plan July 1, 2016 to June 30, 2021

SANTA CRUZ COUNTY ONE STOP CENTER
610 North Morley Ave. Nogales, AZ 85621

Santa Cruz County

Local Plan, July 1, 2016 – June 30, 2021

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Santa Cruz County

Workforce Innovation and Opportunity Act Local Plan,

July 1, 2016 – June 30, 2021

I. Table of Contents

II. Executive Summary

With the passage of the Workforce Innovation and Opportunity Act (WIOA), we, the Santa Cruz County Board of Supervisors, Workforce Development Board and One Stop System Partners have taken the opportunity to further integrate our services through strong partnerships to grow and develop a skilled workforce for business in a seamless, comprehensive, efficient and effective customer-centric system. The Santa Cruz County One-Stop Center System overseen by the Santa Cruz County Workforce Development Board and the Board of Supervisors has a long history of quality, effective and efficient services. WIOA further enables us to further our Mission:

Through the Customer-Centered Data-Driven One Stop System, we prepare and provide a qualified workforce to local businesses and assist businesses to grow and prosper.

The *Santa Cruz County Local Plan, July 1, 2016 – June 30, 2021* contents reflects the Arizona Workforce System that has been evolving since the inception of the WIOA. Throughout this Plan, we incorporated the Arizona Workforce System Goals as stated in the *Arizona Unified Workforce Development Plan, 2016 - 2021*. The goals are:

1. Create Partnerships and Strengthen Communication
2. Promote a Customer-Centric System
3. Grow and Develop a Skilled Workforce and
4. Strengthen Data Utility and Reporting

In our Santa Cruz County Local WIOA Plan, we provide the customer-centric framework of governance structure, data driven labor market, socio-educational and economic conditions, workforce and business opportunities, comprehensive and seamless service delivery, partner relationships and commitments necessary for the economic growth and vitality of Santa Cruz County and our residents.

SCC Local Plan 2016 – 2021

With our Santa Cruz County Workforce Development Board composed of community members and a majority of business representatives, we provide a job seeker with relevant information, education and employment skills necessary to meet the skill and education requirements, as communicated to us by our local businesses and economic development partners.

Moreover, we are in constant communication and actively work with employers to ascertain their workforce needs now and in the future. We recognize that if our Santa Cruz County One Stop System and individual job seekers are going to make an investment of time and resources to grow and develop skills there has to be meaningful educational, skill attainment and employment opportunities with measurable outcomes.

As a Santa Cruz County Workforce System, the WIOA Core Partners communicate and work together to meet the needs of the job seeker and businesses customers. The program silos that existed in the past have been coming down and will continue to disintegrate.

The Santa Cruz County WIOA Core Partners are:

- Title I - Adult, Youth and Dislocated Workers
- Title II - Adult Education
- Title III - Employment Security (Wagner-Peyser) and
- Title IV - Vocational Rehabilitation

The Santa Cruz County One Stop Center has, in the past successfully, partnered with the border counties of Pima, Yuma and Cochise. Further Santa Cruz County One Stop Center System is affiliated with the ARIZONA@WORK statewide network which further increases our abilities to work with statewide organizations even when they are not located in Santa Cruz County.

Our historical successful regional collaborative experience with our partner counties has been proven to be beneficial to our residents and businesses. As noted above, we have worked with our Southern Arizona border counties of Pima, Yuma and Cochise on numerous successful projects. Cochise County has now also joined with Greenlee and Graham Counties which may expand the opportunities and diversify the potential for discretionary grant applications. In a later section, we provide a description of the cooperative projects we had and will continue to have in the future.

Our Santa Cruz County Local Plan provides a descriptive picture of our population, socio-economic, educational levels, economies, industries, occupations and challenges and opportunities faced in Santa Cruz County. In addition, we detail how we, in partnership with our Santa Cruz County WIOA Core Partners and others, serve our job seeker and business customers and describe the services made available to them. Though we have four Core Partners in the Santa Cruz County One Stop Center System, we have strong communication mechanisms to ensure our customers receive additional services that are provided by a network of supportive partners.

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The WIOA mandates that we have Accountability Measures and provide a means of ensuring that our services result in a measureable data-driven return on public funds invested. Our Title I negotiated Accountability Measures with the Governor of the State of Arizona for Adults, Dislocated Workers and Youth is only the beginning. As mandated by the WIOA legislation, the Santa Cruz County Workforce Development Board and Board of Supervisors will be reviewing and monitoring the other Core Programs Accountability Measures.

We are focused on and will ensure high performance from the Santa Cruz County Workforce Development Board activities to the job seeker and business services. Moreover, we do not intend to stay static and live off our successes. We will continue to look for and implement successful continuous improvement strategies, services, practices and initiatives.

This *Santa Cruz County Workforce Innovation and Opportunity Act Local Plan July 1, 2016 to June 30 2021* has been developed by the Santa Cruz County Workforce Development Board and approved by the Santa Cruz County Board of Supervisors with input from all the local partners and was made available to the community for public comments to review and suggest changes, additions or deletions. It is the intent of the Santa Cruz County Workforce Development Board and Board of Supervisors to have complete and open discussions and inputs into the Santa Cruz County Workforce System. We welcome input from all interested parties not only for this Plan but at any time in the future.

III. ANALYSYS

A. Regional Economic Conditions

i. Characteristics of Local Area

Santa Cruz County is located in the south central part of the state of Arizona. To the south is Sonora, México, to the west and north is Yuma County and Pima County. To the east is Cochise County which is now a part of a consortium made up of Graham and Greenlee Counties. Santa Cruz County is a rural border county of 1,236 square miles located along the US/México border. As a border county, Santa Cruz County has a long and important history of commerce with Nogales, Sonora, the state of Sonora and other states in México. Santa Cruz County and México have established major trade partnerships with each other, as will be discussed later in this Local Plan.

Santa Cruz County's population in 1990 was 29,676 and in 2000 it grew to 38,381 people in 2002 (Economy.com, Inc. and *Arizona's Economic Future*, Arizona Department of Commerce, August, 2002). In 2006 it had a population of 45,245 and in 2011 the population was 47,676. Santa Cruz County was ranked the 4th fastest growing county in Arizona in percentage growth. In fifteen years, the county's population nearly doubled.

The 2010 Census data population in Santa Cruz County was 47,420 with 38.9% Hispanic males, 43.9% Hispanic females, 8.7% Non-Hispanic males and 8.5% Non-Hispanic females (Arizona Office of Economic Opportunity).

As illustrated in Table 1, in 2014 the Santa Cruz County population was 50,038 and is expected to be 53,877 in 2018. The continuous population growth has been steady during the last twenty years and is projected to continue to grow.

Table 1.
Five Year Population Projection for Santa Cruz County

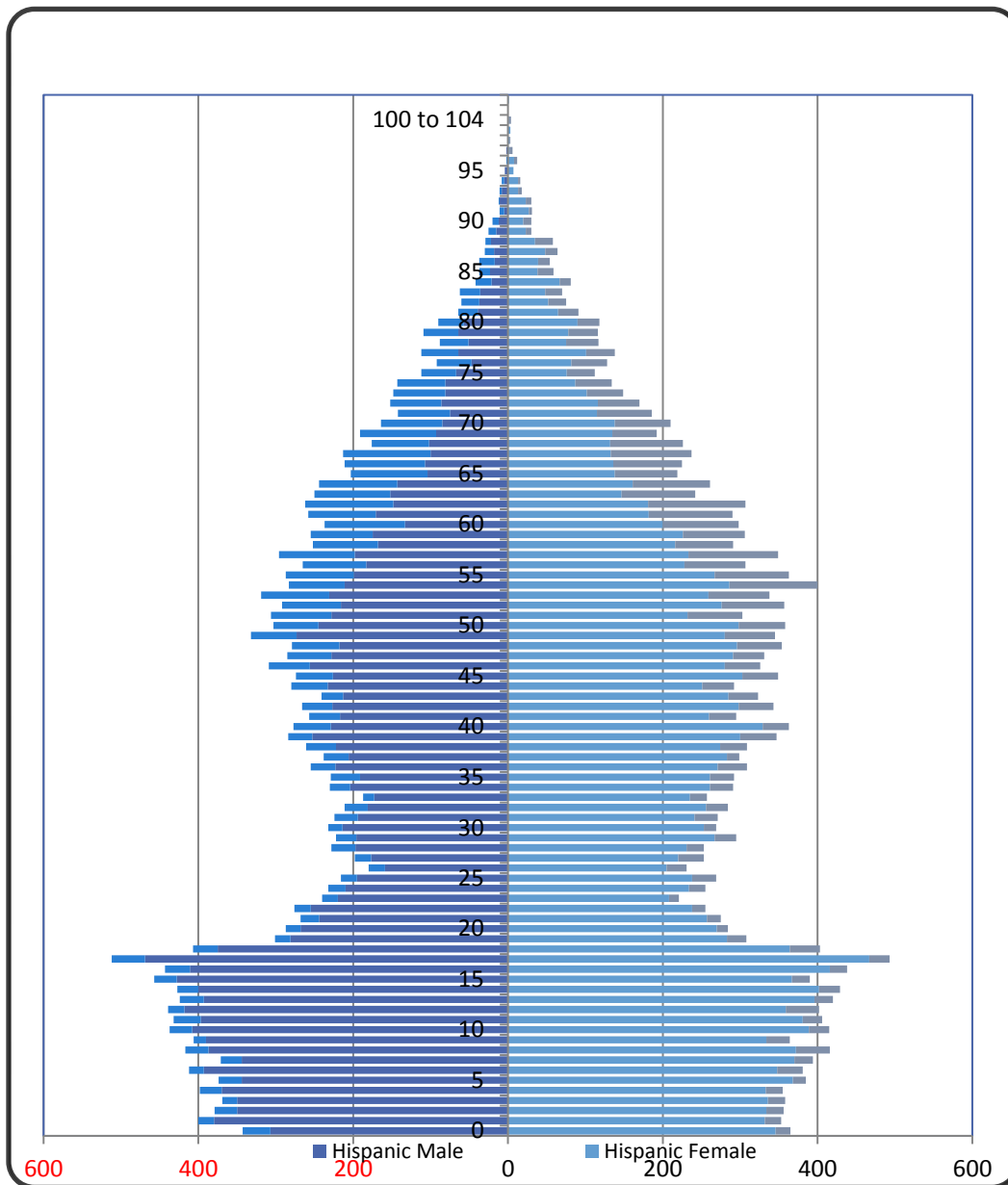
	2014	2015	2016	2017	2018
Projected Population	50,038	50,903	51,841	52,857	53,877

The population pyramid Figure 1, illustrates a large proportion of youth from birth to about 20 years of age for the Hispanic males and Hispanic women in Santa Cruz County. This pyramid, provided by the Arizona Office of Economic Opportunity (OEO), also illustrates that the Hispanic males and females population is greater from ages 45 to 60 years of age.

For Santa Cruz County, this population pyramid presents a challenge in serving youth and seniors approaching or in retirement age. However, the challenge also represents

an opportunity for creating a vibrant young, skilled and prepared workforce. Retirees may also represent an opportunity for businesses catering to the retiree needs, especially if they are retiring with pension plans or other accumulated wealth and resources. Santa Cruz County may also benefit from the abundant amount of knowledge and skills that may be beneficial in youth mentoring and supportive activities.

Figure 1
Population Pyramid for Santa Cruz County



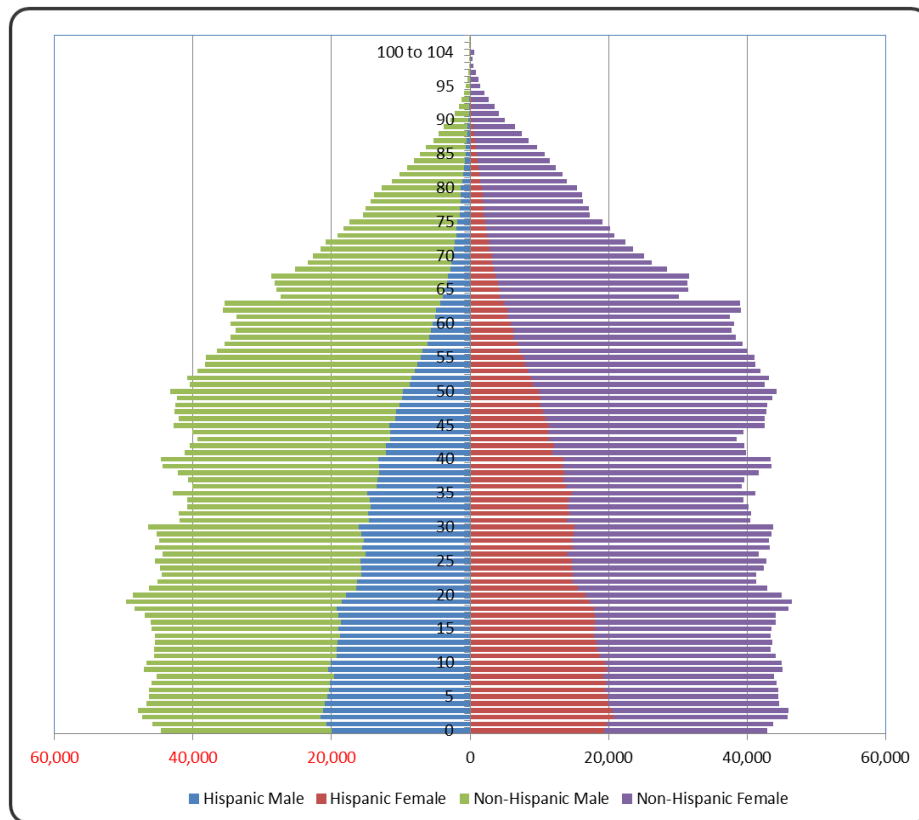
Source: Office of Economic Opportunity, LMI, 2016

Based on past population growth patterns, we expect Santa Cruz County will continue to grow at a steady pace. Of interest to the Santa Cruz County Workforce Development Board and WIOA Core Partners are the future job opportunities due to the continuous growth of youth and older workers. These trends will be discussed later but we should remain open to the opportunities for educational, entrepreneurial and specialized skills training in the Santa Cruz County Industry sectors identified in this Plan.

The Arizona population pyramid in Figure 2 illustrates a difference in the Hispanic and Non-Hispanic population ratios. The pyramid looks more like a true pyramid with a large younger and descending population numbers as the age group goes up in years. Thus, statewide opportunity for men and women seems to be more active in the workforce at a younger age, simply because they have much greater numbers. This is also the case for both Hispanics and Non-Hispanics.

Figure 2 also illustrates that in Arizona there is a large labor pool of youth and adults that may fill numerous employment positions in the state.





Figure 2
Population Pyramid for the State of Arizona



Source: Office of Economic Opportunity, LMI, 2016

While the median age in 2016 for Santa Cruz County and for Arizona is 35 years of age and are identical, the age groups racial compositions differ completely (Table 2). The Arizona Office of Economic Opportunity 2014 data shows Santa Cruz County median age at 36.2% and Arizona at 36.5%. In Santa Cruz County, there are more males and females in the young and older groups, thus representing a potential opportunity for middle aged adults and youth filling vacancies created by the aging out of the workforce.

Table 2
Santa Cruz and Arizona Median Age, Males and Females

Median resident age:		35.0 years
Arizona median age:		35.0 years
Males: 22,214		(47.6%)
Females: 24,481		(52.4%)

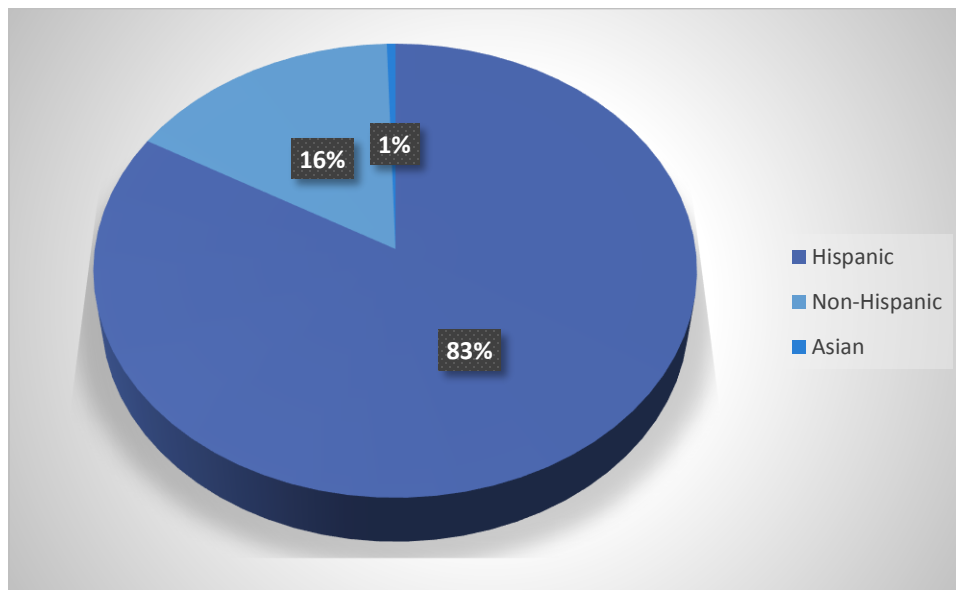
Source: City-Data October 2016

In Figure 3, we have an illustration of the Hispanic and Non-Hispanic composition in Santa Cruz County. It is important to note that in Santa Cruz County there is a large, 82.8 % (Arizona Office of Economic Opportunity) Hispanic, population that is bilingual in English and Spanish. This characteristic is very important for commerce transactions since Santa Cruz County borders with México and historically they have been involved in commercial and financial transactions requiring the proper use of Spanish.

The age composition of the population changes in Santa Cruz County has been minimal from 2010 to 2015. Table 3 reinforces Figure 1, which shows a slight increase for the 65 years and older population. The increase in older individuals, 65 years and older, has various implications for Santa Cruz County. One is that more retirees are going to Santa Cruz County which means greater health care and recreational needs. Also it may mean more older Santa Cruz County residents are of retirement age resulting in more vacancies created in the job market. Older retirees may also become mentors or advisors and support the Santa Cruz County WIOA Youth and/or entrepreneurial WIOA customers.

Santa Cruz County's Hispanic population continues to dominate in every age group. Table 4 illustrates the percentage of the Santa Cruz County population composition. Since we have a large Hispanic youth population, we will continue to work with the Santa Cruz County Superintendent of Education, all the school districts and individual schools to ensure our youth continue in school and acquire the education and job skills necessary to be successfully employed.

Figure 3
Population by Race
Santa Cruz County, Arizona



- Hispanic or Latino (82.8%)
- White Non-Hispanic Alone (16.0%)
- Asian alone (0.5%)

Source: City-Data October 2016

Table 3
Age Characteristics of Santa Cruz County,
2010 and 2015

	2010	2015
Median age	35%.	35%
Percent under 5 years	7.8%	7.0%
Percent under 18 years	30.7%	27.8%
Percent 65 years and older	13.1%	16.5%

Source: US Census 2010 and 2016

In addition, since WIOA places a heavy emphasis on Out-of-School youth, we will continue to work with all educational institutions to identify youth that have dropped out or are about to drop out of school. We will also work with local non-profit and faith-

based organizations to identify the Out-of-School youth so we can provide them with the necessary education, skills and work experience to be hired by our employers.

Table 4 presents more detail of the population characteristics in Santa Cruz County. This detail shows that Hispanic population ratio has remained the same between 2010 and 2015. The percentage change is minimal. Hispanic population is the largest single racial/ethnic group in Santa Cruz County.

Table 4
Racial/Ethnic Composition of Santa Cruz County,
2010 and 2015

Race/Ethnicity	2010	2015
Hispanic or Latino	82.8%	82.7%
Black or African American alone	0.4%	0.3%
American Indian and Alaska Native alone	0.7%	1.3%
Asian alone	0.5%	0.8%
Native Hawaiian and Other Pacific Islander alone	0.0%	0.1%
White alone	16.0%	15.6%

Source: US Census 2010 and 2015

In Table 5, we present a stable population picture by looking at the number of Veterans, individuals with disabilities, per capita income and persons living in poverty in year 2010 and year 2015.

Table 5
Changes in Population Characteristics,
Santa Cruz County 2010 to 2015

	2010	2015
Number of veterans	2,473	2,207
Civilians with a Disability, age 18-64	6.2%	5.6%
Per capita median income past 12 months	\$17,325	\$17,900
Income in the past 12 months below the poverty level, all ages	27.6%	23.6%

Source: US Census 2010 and 2015

The Arizona Office of Economic Opportunity data illustrates (Table 6) the economic conditions of Santa Cruz County's household income. While for Santa Cruz County the Median Household Income is \$38,802, for Arizona it is \$49,928 and for the United States, it is \$53,482. Santa Cruz County Household Income is approximately \$15,000 less than for the United States. This disparity illustrates the type of available jobs that are low-wage jobs, compared to Arizona and the United States. The poverty rate for Santa Cruz County is 24.4%, for Arizona, 18.2%, and for the United States, 15.6%. Again, the data from the Arizona Office of Economic Opportunity illustrates the need for high-wage, high-skill jobs in Santa Cruz County. This data makes it imperative that the Workforce System leverage resources with Economic Development Systems in Santa Cruz County.

Table 6

**Household Income and Poverty Rate Comparison
Santa Cruz County, Arizona and United States**

	Santa Cruz County	Arizona	United States
Household Income	\$38,802	\$49,928	\$53,482
Poverty Rate	24.4%	18.2%	15.6%

Source: Arizona Office of Economic Opportunity

ii. Existing and Emerging Industries

Tables 7, 8, and 9 provided by the Arizona Office of Economic Opportunity contain the three highest-ranked industry sectors in Santa Cruz County. Within each industry, we have the top five occupations with:

- Educational Requirements
- Hourly Wage
- Number of People Employed and
- Projected Annual Growth

As we can clearly see, and expected, in the three major industry sectors in Santa Cruz County with the high-paying occupations require Bachelor's Degree followed by a High School Degree or Equivalent. Occupations that do not require a Bachelor's Degree, High School or equivalent pay the lowest wages.

As expected, the number of individuals employed in higher paying occupations of the top three industries is fewer than the other occupations. Of special interest to the Santa Cruz County Workforce Development System is that, with the exception of one

occupation, the projected annual growth is over 2.0%. Thus, there are ample opportunities for the Santa Cruz County Workforce System to utilize all its programs fully and successfully.

Table 7

**Merchant Wholesalers Industry Rank # 1
Occupations, Santa Cruz County, 2014**

Occupation	Educational Requirement	Hourly Wage	Employed	Projected Annual Growth
Sales Manager	Bachelor's Degree	\$71.85	70	2.4%
Heavy and Tractor-Trailer Drivers	Postsecondary Non-degree Award	\$15.34	360	2.8%
Customer Service Representatives	HS Diploma or Equivalent	\$15.41	150	2.2%
Bookkeeping, Accounting and Auditing Clerks	HS Diploma or Equivalent	\$14.99	240	2.4%
Financial Managers	Bachelor's Degree	\$44.27	50	2.4%

Source: Arizona Office of Economic Opportunity, 2016

The three high demand industries identified are:

- Merchant Wholesalers, Nondurable Goods (Table 7)
- Transportation (Table 8) and
- Warehousing and Storage (Table 9)

The existing Demand Occupations in the Merchant Wholesalers, Nondurable Goods sector are illustrated in Table 7. The projected growth for these occupations is:

1. Sales managers at 2.4%
2. Heavy and Tractor Truck Drivers at 2.8%
3. Customer Service Representatives at 2.2%
4. Bookkeeping, Accounting and Audit Clerks at 2.4% and
5. Finance Managers at 2.4%

Table 8
Support Activities for Transportation
Industry Rank # 2
Occupations, Santa Cruz County, 2014

Occupation	Educational Requirement	Hourly Wage	Number Employed	Projected Annual Growth
Transportation, Storage and Distribution Managers	HS Diploma or Equivalent	\$33.24	40	2.4%
Heavy and Tractor-Trailer Drivers	Postsecondary Non-degree Award	\$15.34	360	2.2%
Dispatchers, Except Police, Fire and Ambulance	HS Diploma or Equivalent	\$15.69	90	2.1%
Business Operations Specialist, All Other	HS Diploma or Equivalent	\$31.70	70	2.4%
First-Line Supervisors of Office and Administrative Support	HS Diploma or Equivalent	\$19.65	150	2.2%

Source: Arizona Office of Economic Opportunity, 2016

The existing Demand Occupations for Support Activities for Transportation Industry as illustrated in Table 8 are:

1. Transportation, Storage and Distribution Managers at 2.4%
2. Heavy and Tractor-Trailer Drivers at 2.2%
3. Dispatchers, Except Police, Fire and Ambulance at 2.1%
4. Business Operations Specialist, All Other at 2.4% and
5. First-Line Supervisors of Office and Administrative Support at 2.2%

Existing demand for the Warehousing and Storage Industry as illustrated in Table 9 are:

1. General Operations Manager at 2.6%
2. Laborers and Freight, Stock and Material Movers, Hand at 2.5%
3. First-Line Supervisors of Helpers, Laborers and Material Movers, Hand at 2.1%
4. Industrial Truck and Tractor Operators at 0.5% and
5. Office Clerks, General at 2.0%

Table 9
Warehousing and Storage
Industry Rank # 3
Occupations, Santa Cruz County, 2014

Occupation	Educational Requirement	Hourly Wage	Employed	Projected Annual Growth
General Operations Manager	Bachelor's Degree	\$45.50	220	2.6%
Laborers and Freight, Stock and Material Movers, Hand	Less Than HS	\$10.70	490	2.5%
First-Line Supervisors of Helpers, Laborers and Material Movers, Hand	HS Diploma or Equivalent	\$24.85	80	2.1%
Industrial Truck and Tractor Operators	Less Than HS	\$12.51	280	0.5%
Office Clerks, General	HS Diploma or Equivalent	\$12.26	370	2.0%

Source: Arizona Office of Economic Opportunity, 2016

In the top three industries, there appear opportunities for the Santa Cruz County Workforce System Partners to provide placement, educational level upgrade, incumbent worker, and/or skill-upgrade services (More detail discussion on the services available is forthcoming in a later section.) Additionally, the Santa Cruz County Workforce System Partners may provide On-the-Job Training and services to special populations such as, High School Drop-Outs, Youth, Veterans, Veterans' spouses, disabled and displaced homemakers.

Understanding the Next Analysis: An Explanation

The Arizona Office of Economic Opportunity methodology objective was to: Identify industries and occupations with favorable labor market traits that support long-term economic and workforce strategies. The long-term traits included:

- High employment and wage growth;
- Projected long-term employment growth; and
- Competitive advantage in employment and wages.

Existing demand industries were identified as industries with large employment bases and above-average wages. The emerging industries were identified as industries with small employment levels and short-term employment and wage growth.

The Location Quotient (LQ) is a “measurement of a regions industrial specialization relative to a larger geographic unit (usually the nation).” This allows us to compare Santa Cruz County with the Arizona and United States, referred to as Subject Area and Base Area, respectively.

Table 10 illustrates how the LQ was arrived for Santa Cruz County Industries. To understand a LQ, the Arizona Office of Economic Opportunity offers an explanation.

- LQ = 1: The industry has the same share of employment/wages as the reference area.
- LQ > 1: The industry has a higher share of employment/wages as the referenced area; and
- LQ < 1: The industry has a lower share of employment/wages as the referenced area.

“...an LQ of 1.0 in mining means that the region and the nation are equally specializing in mining; while an LQ of 1.8 means that the region has a higher concentration in mining than the nation.” (Arizona Office of Economic Opportunity).

Table 11 indicates the average employment level for this industry is 1,432 with an average weekly wage level of \$1,117 (\$58,084 annualized). The employment growth for 2014 – 2015 is estimated at 6.0%. The projected growth 2012 – 2022 is estimated at 2.1%. More important is the Employment Location Quotient of 7.1 and a Wage Location Quotient of 1.1 making this industry a high demand industry that pays slightly more than the overall industry.

Table 10


Employment and Population Statistics			
Location Quotient (LQ) Formula			
Formula	Job Example	Percent	LQ
$\frac{\text{Region Industry}}{\text{Region Total}}$	$\frac{\text{Region 20 MFG jobs}}{\text{Region 100 Total Jobs}}$	$\frac{\text{Region 20\%}}{\text{Nation 10\%}}$	= 2.0
$\frac{\text{Nation Industry}}{\text{Nation Total}}$	$\frac{\text{Nation 100,000 MFG Jobs}}{\text{Nation 1,000,000 Total Jobs}}$	$\frac{\text{Nation 10\%}}{\text{Nation 10\%}}$	

Source: Arizona Office of Economic Opportunity, 2016

In Table 8, we can clearly see the Merchant Wholesalers Non-Durable Goods Industry has an Employment Location Quotient of 7.1 and a Wage Location Quotient of 1.1. Thus, we have a great opportunity for employment in this industry but wages will be close to the national average.

Table 11

Employment and Population Statistics


ADOA
ARIZONA DEPARTMENT OF ECONOMIC OPPORTUNITY

Santa Cruz County

Existing Demand Industry Detail

NAICS 424 Merchant wholesalers, nondurable goods

Average Employment Level 1,431

(3-Digit Industry; 2014-2015)

Average Weekly Wage Level \$1,117

(3-Digit Industry; 2014-2015)

Employment Growth 6.0%

(3-Digit Industry; 2014-2015)

Average Wage Growth 0.9%

(3-Digit Industry; 2014-2015)

Employment Location Quotient 7.1

(3-Digit Industry; 2014-2015)

Wage Location Quotient 1.1

(3-Digit Industry; 2014-2015)

Employment Growth 1.8%

(2-Digit Super Sector; 2011-2015)

Employment Share Change 0.7%

(2-Digit Super Sector; 2011-2015)

Projected Employment Growth 2.1%

(2-Digit Super Sector; 2012-2022)

Employment characteristics are provided for each existing and emerging demand industry to identify favorable qualities

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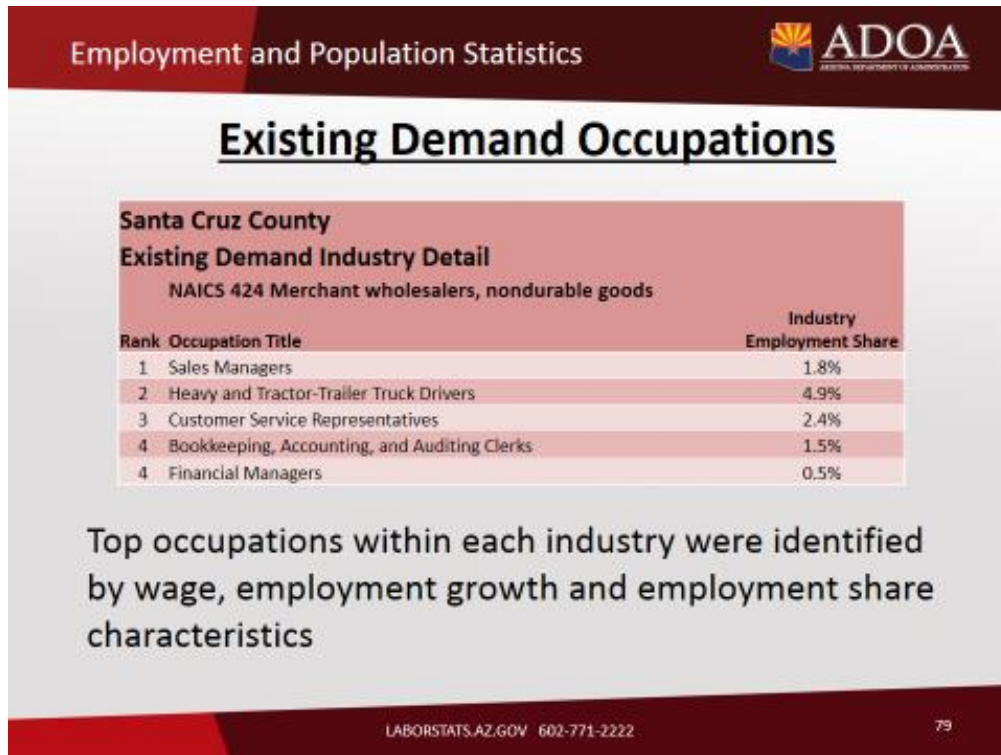
Source: Arizona Office of Economic Opportunity, 2016

In the Merchant Wholesalers Industry, we have Demand Occupations as part of the industry's employment share (Table 12):

1. Sales Managers at 1.8%
2. Heavy and Tractor-Trailer Truck Drivers at 4.9%
3. Customer Service Representatives at 2.4%
4. Bookkeeping, Accounting and Auditing Clerks at 1.5% and
5. Financial Managers at 0.5%

As expected, the heavy and tractor-truck drivers' occupation is the higher share of employment in the Merchant wholesalers, Non-Durable Goods industry.

Table 12



Source: Arizona Office of Economic Opportunity, 2016

ii. Employment Needs of Employers


In this section, we explore the needs of employers by using the Arizona Office of Economic Opportunity data. The Santa Cruz County Workforce Development Board and the Core Partners are committed to supplement this data with current up to date additional information provided by the Santa Cruz County businesses. Our data driven approach in Workforce Development supports the *State of Arizona Unified Workforce Development Plan 2016 -2010* goal of strengthening data utility and reporting.

Understanding the Next Analysis: An Explanation:

The Existing and Emerging Industries identified by the Arizona Office of Economic Opportunity were selected based on thirteen employment characteristics detailed in Table 13. The characteristics were weighted.

The Existing Demand Occupation was selected based on three employment characteristics as detailed in Table 14. It included average hourly wage, projected employment change (percentage) and percent share of industry employment.

Table 13

Employment and Population Statistics					
Model Weighting Structure					
Santa Cruz County					
Existing Demand Industry Detail					
Variables	Weight	Constraints	Detail	Period	
Average Employment Level	2	Top 33%	3-Digit Industry	2014-2015	
Average Weekly Wage Level	3	Top 50%	3-Digit Industry	2014-2015	
Employment Growth Numeric	1	na	3-Digit Industry	2014-2015	
Employment Growth Percentage	1	na	3-Digit Industry	2014-2015	
Average Wage Growth Numeric	1	na	3-Digit Industry	2014-2015	
Average Wage Growth Percentage	1	na	3-Digit Industry	2014-2015	
Employment Location Quotient	2	na	3-Digit Industry	2014-2015	
Wage Location Quotient	2	na	3-Digit Industry	2014-2015	
Employment Growth Numeric	1	na	2-Digit Super Sector	2011-2015	
Employment Growth Percentage	1	na	2-Digit Super Sector	2011-2015	
Employment Share Change	1	na	2-Digit Super Sector	2011-2015	
Projected Employment Growth Numeric	1	na	2-Digit Super Sector	2012-2022	
Projected Employment Growth Percentage	1	na	2-Digit Super Sector	2012-2022	
Existing and Emerging Demand Industries were selected based on thirteen employment characteristics					
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Source: Arizona Office of Economic Opportunity, 2016

In addition to the data provided above, the Arizona Office of Economic Opportunity has provided the following information for the three main industries and Occupations in the three industries.

For each industry sector, we have the occupations and requirements for that occupation within the industry. For all three industry sectors we have the following requirements:

- Educational requirements
- Work experience and
- On the Job Training

Table 14

Employment and Population Statistics				
				
Santa Cruz County Existing Demand Occupation Detail				
Variables	Weight	Detail	Period	Constraints
Average hourly wage	1	6-digit SOC	2014	na
Projected employment change (percentage)	1	6-digit SOC	2012-2022	na
Percentage share of industry employment	1	6-digit SOC	2014	na
<p>Existing and Emerging Demand Occupations were selected based on three employment characteristics</p>				
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Source: Arizona Office of Economic Opportunity, 2016

In Table 15, we have the Merchant Wholesalers Industry Occupations and their requirements. This is consistent with many businesses which repeatedly ask for potential employees that have soft-skills and the employer will train them on the job. However, those occupations requiring a Bachelor's Degree are expected to have at least 5 years of experience and no on the job training provided.

For the Support Activities for Transportation industry sector occupations, the Bachelor's Degree is not required (Table 16). However, these occupations do require a High School Degree or equivalent. In this industry sector, the Core Partners will be able to leverage each other by providing the educational tools and degrees or certificates necessary to fill these positions and when necessary provide training to qualify for the jobs that become available.

Table 15

**Merchant Wholesalers Industry Rank # 1
Occupation Requirements
Santa Cruz County, 2014**

Occupation	Educational Requirement	Work Experience	On the Job Training
Sales Manager	Bachelor's Degree	Less than 5 years	None
Heavy and Tractor-Trailer Drivers	Postsecondary Non-degree Award	None	Short-term on the job training
Customer Service Representatives	HS Diploma or Equivalent	None	Short-term on the job training
Bookkeeping, Accounting and Auditing Clerks	HS Diploma or Equivalent	None	Moderate-term on the job training
Financial Managers	Bachelor's Degree	5 years or more	None

Source: Arizona Office of Economic Opportunity, 2016

The Transportation, Storage and Distribution Managers industry sector occupation does require at least 5 years of experience. Here, the Santa Cruz County WIOA Core Partners may be able to provide upgrade-skills training for incumbent workers, thus preventing potential future lay-offs.

For Heavy and Tractor-Trailer Drivers occupations, a Postsecondary Non-Degree Award is required and a short-term on the job training is also necessary. Dispatchers, except Police, Fire and Ambulance occupations require a High School Diploma or Equivalent and moderate-term on the job training.

Table 17 contains the Warehousing and Storage industry sector occupations. The General Operations Manager occupation requires a Bachelor's Degree, less than 5 years of experience and no on the job training. However, in this industry sector the following occupations do not require a Bachelor's Degree but a HS Diploma or Equivalent or less:

- Laborers and Freight, Stock and Material Movers, Hand
- First-Line Supervisors of Helpers, Laborers and Material Movers, Hand
- Industrial Truck and Tractor Operators and
- Office Clerks, General

Table 16

**Support Activities for Transportation
Industry Rank # 2
Occupation Requirements, Santa Cruz County, 2014**

Occupation	Educational Requirement	Work Experience	On the Job Training
Transportation, Storage and Distribution Managers	HS Diploma or Equivalent	5 years or more	None
Heavy and Tractor-Trailer Drivers	Postsecondary Non-degree Award	None	Short-term on the job training
Dispatchers, Except Police, Fire and Ambulance	HS Diploma or Equivalent	None	Moderate-term on the job training
Business Operations Specialist, All Other	HS Diploma or Equivalent	None	None
First-Line Supervisors of Office and Administrative Support	HS Diploma or Equivalent	Less than 5 years	None

Source: Arizona Office of Economic Opportunity, 2016

In Table 18, the Arizona Office of Economic Opportunity offers us the Santa Cruz County Existing Demand Occupation Detail for Sales Managers. This occupation requires a Bachelor's Degree with less than 5 years of experience and no on the job training. Sales Managers earn wages an average of \$71.90 an hour. The projected employment growth of 2.4% means that there are opportunities for the Santa Cruz County WIOA Core Partners to provide placement and/or skills upgrade for new job seekers or incumbent workers, respectively.

As can be seen the Santa Cruz County One Stop WIOA System, Core Partners have ample opportunities to leverage resources and offer quality, efficient and effective customer-centric services to business and grow a skilled workforce. The Santa Cruz County Workforce Development Board using data has committed to enhance communication with the noted industry sectors is indicative of the new WIOA approach to working with businesses and job seekers. This section of the Santa Cruz County Local Plan clearly reflects Goals as stated in the *Arizona Unified Workforce Development Plan, 2016 - 2021*. The goals are:

1. Create Partnerships and Strengthen Communication
2. Promote a Customer-Centric System
3. Grow and Develop a Skilled Workforce and
4. Strengthen Data Utility and Reporting


Table 17

**Warehousing and Storage
Industry Rank # 3
Occupation Requirements, Santa Cruz County, 2014**

Occupation	Educational Requirement	Work Experience	On the Job Training
General Operations Manager	Bachelor's Degree	Less than 5 years	None
Laborers and Freight, Stock and Material Movers, Hand	Less Than HS	None	Short-term on the job training
First-Line Supervisors of Helpers, Laborers and Material Movers, Hand	HS Diploma or Equivalent	Less than 5 years	None
Industrial Truck and Tractor Operators	Less Than HS	None	Short-term on the job training
Office Clerks, General	HS Diploma or Equivalent	None	Short-term on the job training

Source: Arizona Office of Economic Opportunity, 2016

Table 18

Employment and Population Statistics		
Santa Cruz County Existing Demand Occupation Detail		
Sales Managers		
SOC Code	11-2022	
Education Requirement	Bachelor's degree	
Work Experience Requirement	Less than 5 years	
On-the-Job Training Requirement	None	
Knowledge Requirement	Sales and Marketing	
Skill Requirement	Monitoring	
Ability Requirement	Oral Comprehension	
Employment Level	70	
<small>(6-Digit SOC Code; 2014)</small>		
Average Hourly Wage	\$71.9	
<small>(6-Digit SOC Code; 2014)</small>		
Projected Employment Growth	2.4%	
<small>(2-Digit Super Sector; 2012-2022)</small>		
Industry Employment Share	1.79	
<small>(6-Digit SOC Code; 2014)</small>		
Occupation requirements are provided to identify the needs of employers		
<small>LABORSTATS.AZ.GOV 602-771-2222</small>		<small>81</small>

Source: Arizona Office of Economic Opportunity, 2016

B. Knowledge and Skills

The American Community Survey revealed that Non-English language for age 5 years old and above is spoken in 78.4% of the homes. Table 19 shows individuals age 25 years and older have less than a High School degree is 26.8%, compared to Arizona 14.1% and the United States 13.6%. The percentage of the population in Santa Cruz County without the High School degree is almost twice the rate of Arizona and the United States. This figure illustrates the tremendous effort that has to be undertaken by the Santa Cruz County School Systems to retain individuals and increase the graduation rate.

The high percentage of individuals that have less than High School Degrees or equivalent is a detriment to successfully placing these individuals in jobs that are available in Santa Cruz County. Conversely, if the job seeker does not have a High School Degree or equivalent you may not find employment in the demand industry sectors and occupations in Santa Cruz County.

However, the high rate of individuals lacking a High School Degree and have dropped-out offers a unique opportunity for the Santa Cruz County Workforce Development System to target resources to Out-of-School Youth.

While the rate of Associate, Bachelor and Graduate degrees are close, we also need to evaluate the need for greater training and educational opportunities after high school degree acquisition.

Additional data offered by the Arizona Office of Opportunity illustrates a high rate of unemployment for Santa Cruz County (11.5% in 2015) compared to Arizona (6.1% in 2015) and the United States for each of the categories above with the exception of the individuals with some College or Associate degrees. In Table 20, we have the unemployment rate in Santa Cruz County, Arizona and the United States for the various educational levels. As expected, the level of unemployment decreases with an increase in educational level. This may indicate that there are sufficient employment opportunities for individuals who have experienced some exposure to the skills acquired in college, university and/or training program outside the high school environment.

The high unemployment rate is reflected in the higher rate of Temporary Assistance for Needy Families (TANF). Santa Cruz County at 4.8% compared to Arizona at 2.5% and the United States at 2.8%. In addition, The Supplemental Nutrition Assistance Program (SNAP) rate for Santa Cruz County is 23.6%, for Arizona 13.6%, and for the United States, 13.0%. Medicaid/Arizona Health Care Cost Containment System (AHCCCS) still illustrates the impact of poverty in Santa Cruz County. In Santa Cruz County the rate is 30.6% compared to Arizona at 20.0% and the United States at 17.8% (Data from Arizona Office of Economic Opportunity).

Table 19

**Highest Education Levels Achieved
Population over 25, 2014**

	Santa Cruz County	Arizona	United States
Less than High School	26.8%	14.1%	13.6%
HS Graduate (includes equivalency)	45.0%	50.4%	49.2%
Associate's Degree	6.1%	8.4%	7.9%
Bachelor's Degree	14.9%	17.1%	18.3%
Graduate or Professional Degree	7.1%	10.0%	11.0%

Source: Arizona Office of Economic Opportunity, 2014

Table 20

**Unemployment Rates by Education Attainment
Population Ages 25-64**

	Santa Cruz County	Arizona	United States
Less than High School	15.5%	14.9%	14.0%
HS Graduate (includes equivalency)	14.0%	11.0%	9.9%
Some College or Associate's Degree	7.7%	8.1%	7.9%
Bachelor's Degree or Higher	5.7%	4.2%	4.1%

Source: Arizona Office of Economic Opportunity, 2014

The data above reinforces that the workforce leads to economic development. With a trained workforce employed in meaningful high-wage jobs, we decrease the expenditures of public funds in other areas.

Since Non-English language for age 5 years old and above is spoken in 78.4% of the homes and from the proximity to the border and the high percentage of Hispanic individuals, we can conclude the high use of the Spanish language in everyday social, economic and educational activities in Santa Cruz County. This conclusion is verified by the data in the University of Arizona and Santa Cruz County Workforce Development study, *Santa Cruz County in a Changing World*.

The data analysis reveals that there are advantages and challenges to being a border community. A continuous flow of Mexican citizens (businesspersons, visitors and tourists) into the Santa Cruz County and Nogales in particular mandates that United

States citizens learn and correctly use the Spanish language to be successful merchants, businessmen, businesswomen and, indeed, employees.

The study also reveals that the reliance of Spanish creates special issues for Santa Cruz County. We must note that there is a need for the K-12 and post-secondary school system to educate the local population in the use of both languages, written and spoken with proper use and fluency.

A joint study by the Center for the Future of Arizona and Arizona State University, *Why Some Schools with Latino Children Beat the Odds ... and Others Don't*, notes that while many Latino students have lower achievement scores and higher drop-out rates demography is not destiny.

Dr. Lattie Coor, CEO for the Center for the Future of Arizona and past President of Arizona State University affirms,

Improving Latino students' academic success is crucial for our state's future economic vitality and the quality of life for its citizens. Arizona's large minority population is a valuable resource that we must cultivate. (Emphasis added)

The negative effects of teaching only one language are apparent when we compete in a global economy which requires fluency and understanding of different languages, customs, behaviors and cultures. Indeed, Santa Cruz County is in the cross-roads and in the middle of a global economy. Hence, Santa Cruz County is well positioned to be competitive by the fact that it already has such a high number of its citizens that are bilingually fluent in English and Spanish and understand the different customs, behaviors and cultures.

In a scientific based study by Dr. Angela Donelson, sponsored by the Nogales Rural Innovation Consortium conducted on October 2012, *NRIC Needs Assessment* found that the residents' highest need was computer literacy classes and the most Important Priority was Jobs/Job Training.

Respondents to the survey were as follows:

- 77% women
- 21% men
- Over 50% were age 16 to 60 years
- 83% of households responded to survey in Spanish, and
- Over 50% of respondents are on SNAP

From the available data, we conclude there is a need for high school completion rates to be increased, dual language instruction is necessary and vital to future success. Women represent a labor pool that needs special assistance to become self-sufficient and become tax-producing individuals.

In the *NRIC Needs Assessment* the respondents were asked, “What kind of assistance would you and/or your family members like to know more about?” The top four responses to this question are:

- ✓ Computer skills classes
- ✓ English as a second language
- ✓ Getting a job, and
- ✓ Training to get a job or career

There seems to be an urgency in securing employment as illustrated in the responses to the question, “What are the needs of the downtown residents?” The respondents classified Job/Job training as Priority 1 and Priority 2.

Clearly the respondents recognized what the data shows. Need for education, computer literacy, need to learn English and the need for training to acquire marketable skills and secure employment.

Hence, the need for high school completion, adult literacy and education, computer training, and English (ESL) classes are very important not only for the respondents but also for the economic well-being of Santa Cruz County since data shows that the leading occupations in the leading industry sectors of Santa Cruz County require at least a High School Degree or equivalent.

From the available data, we conclude that there is a need for High School completion rates to be increased, dual language instruction is necessary and vital to future success. Women represent a labor pool that needs special assistance to become self-sufficient and become tax-producing individuals.

Again, as noted above-- there seems to be an urgency in securing employment as illustrated in the responses to the question, “What are the needs of the downtown residents?” The respondents classified Job/Job training as Priority 1 and Priority 2.

We reiterate that there are advantages and challenges to being a border community. Thus, Santa Cruz County faces the challenges of properly educating its population in at least dual culture and language. Thunderbird School of Global Management (now a unit of the Knowledge Enterprise at Arizona State University) recognized this many years ago and created special curricula to educate future international business people in correct, precise and proper use of language. In addition, they taught their students to know, recognize and be sensitive to different cultures, traditions, customs and business practices.

It becomes indispensable and imperative to be fluent, correct and precise in the world of an international (global) economy. Youth, adult, dislocated workers, mature workers, all job seekers and even business owners, managers and employees may be in need of

further assistance in English and Spanish language proficiency and proper business language use.

In addition to proper professional language skills, high-skill career ladder jobs have been more in demand due to technological changes in the world of work. Computer skill and knowledge are increasingly the norm in high-wage career ladder jobs. As will be illustrated later, these are critical needed skills for the Santa Cruz County workforce.

C. Workforce in Region

Industries providing employment in Santa Cruz County:

- Professional
- Scientific
- Management
- Administrative
- Waste Management Services
- Transportation and Warehousing and Utilities
- Arts, entertainment, recreation, accommodation and food services; and
- Educational, health and social services (10.2%).

Type of workers:

- Private wage or salary: 62%
- Government: 4%
- Self-employed, not incorporated: 33%
- Unpaid family work: 1%

Source: City-Data.com October 2016

Santa Cruz County was part of the Workforce Innovation in Regional Economic Development (WIRED) Grant and today we continue with our regional partnerships with Pima, Cochise and Yuma Counties. The regional partnership's value-added component is that we expanded the relationships, collaboration and coordination with Pima Community College, Cochise Community College, Arizona Western Community College and the University of Arizona.

As we move beyond, the Innovation Frontier Partnership continues to be successful and will continue to apply for grants. In April 2013, we were awarded a \$5,000,000.00 three years Youth Grant by the Department of Labor.

Based on our past and current job seeker performance and needs, regional economy knowledge, available data, information and surveys we are aware of the needs of our business and job seeker customers.

As we are informed of other grant opportunities, we will be ready to apply and based on our performance and accountability, we are confident we will be awarded more discretionary funds.

The result of this partnership was the added benefit that it allowed us to set a strong foundation for communication, collaboration and coordination with these critical regional partners. Today we continue and are implementing an H-1 B Grant which will increase our training capacity to the residents of Santa Cruz County.

Furthermore, as part of the Statewide Energy Sector Partnership and Training (Green) Initiative we had representation in all the statewide planning meetings and were current on all aspects of the initiative.

With Santa Cruz County's excellent regional partnership with Pima Community College, Arizona Western Community College and Cochise County Community College, we will continue to strengthen the following identified industry sectors.

Utilizing the wide-range of partnerships with community colleges, we are able to provide a wide-range of high-wage and career ladder opportunities to the Santa Cruz County One Stop targeted populations.

As noted earlier, in the regional Workforce Innovation in Regional Economic Development Grant, Statewide Energy Sector Partnership and Training Initiative and H-1 B Grant, we have strengthened our working relationship with Pima, Cochise and Yuma Counties and post-secondary institutions. We recognize that the regional partnership offers us a tremendous advantage in creating opportunities for new initiatives.

We have developed the basic regional structure as a result of the Workforce Innovation in Regional Economic Development Grant and continue to build on it. By building on the regional partnerships, we are part of the network working with the various labor unions and will be better able to develop future partnerships to implement apprenticeship programs where appropriate. In particular, we have worked with and look forward to continue working the IBEW on the future proposals. As a result of an Apprenticeship WIOA Conference, the partnership was strengthened and will continue to grow as we all experience successful results.

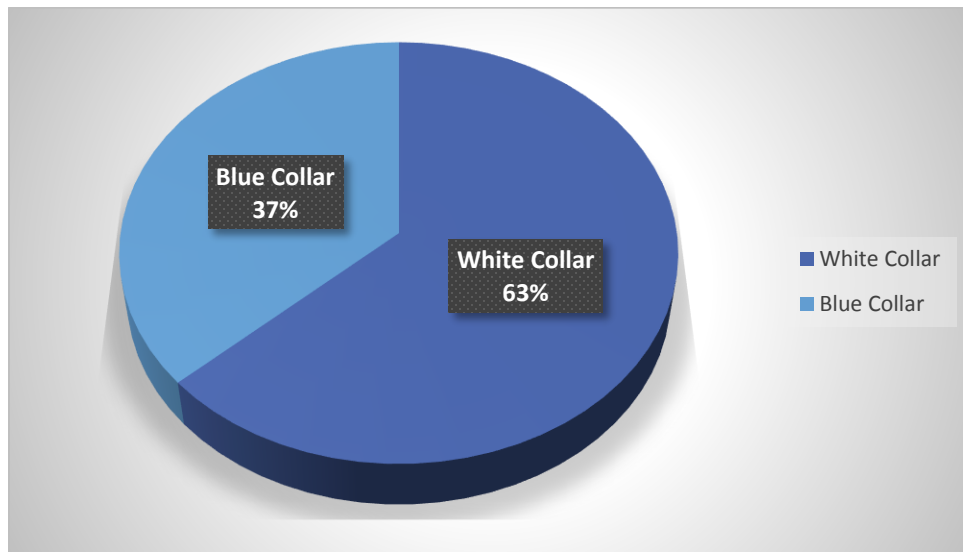
Figure 4 illustrates that Nogales, Arizona has 76.66% white collar occupations compared to 23.34% blue collar occupations. This figure reflects the data offered by the Arizona Office of Economic Opportunity. Based on the figure only, we can deduce that there is an absence of manufacturing jobs. In discussing this with a representative of the Nogales-Santa Cruz County Economic Development Foundation, it was confirmed that Nogales, Sonora, because of the Maquila Industry, dominates the manufacturing of goods. Thus, manufacturing takes place in Mexico and Merchant Wholesalers, Non-

durable goods, Support Activities for Transportation and Warehousing and Storage industry sectors are concentrated on the United States side of the border.

The Nogales-Santa Cruz County Economic Development Foundation, *Ambos Nogales* supports the fact the Maquila Industry in Nogales, Sonora, Mexico is the manufacturing sector part and that Nogales, Arizona was the Manufacturing Support System for the Maquila Industry. It is then not surprising that the percentage of blue collar jobs is almost half the percentage of white collar jobs as illustrated in Figure 4.

Figure 4

White Collar v Blue Collar, Nogales Arizona



Source: US Census and University of Arizona

The following data in Figures 5 through Figure 29 provided by the Office of Economic Opportunity shows industry annual average employment data for Santa Cruz County. Total nonfarm 2013 annual average employment for Santa Cruz County was 12,700, 0.5% of Arizona total nonfarm.

Figure 5 shows the Santa Cruz County Private Sector employment share is 68.8% compared to the Government employment share which is 31.2%. As can be seen, there is a large presence of government related jobs. Some of these jobs, for example Border Patrol, require individuals to apply for employment to a central national or regional office.

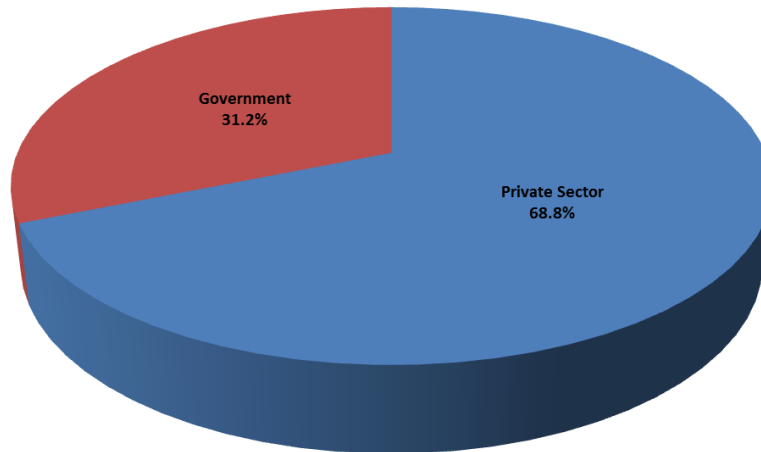
For federal government jobs, the basic acts of initial application screening, background checks, training are all done outside of Santa Cruz County. Many job openings in some

law enforcement or federal agency may be filled by the national or regional human resource office located outside of Santa Cruz County. In addition, if the job seeker is hired he or she may be assigned to a duty station outside of Santa Cruz County.

The Santa Cruz County Private Sector employment opportunities are more viable and open to hiring local residents. However, as described in detail in an earlier section, some jobs may require higher education, such as a Bachelor's Degree, some Post High School, High School Degree or High School equivalent. In addition, some occupations may require industry certifications or specialized skills.

Santa Cruz County will be focusing resources to find internships opportunities for Out-of-School youth, On the Job Training, incumbent worker training and upgrade in education or skill enhancement.

Figure 5
Santa Cruz County Employment Share
2013 Annual Average, Not Seasonally Adjusted



Source: Produced by the Arizona Office of Employment and Population Statistics in cooperation with the U.S. Dept. of Labor, Bureau of Labor Statistics

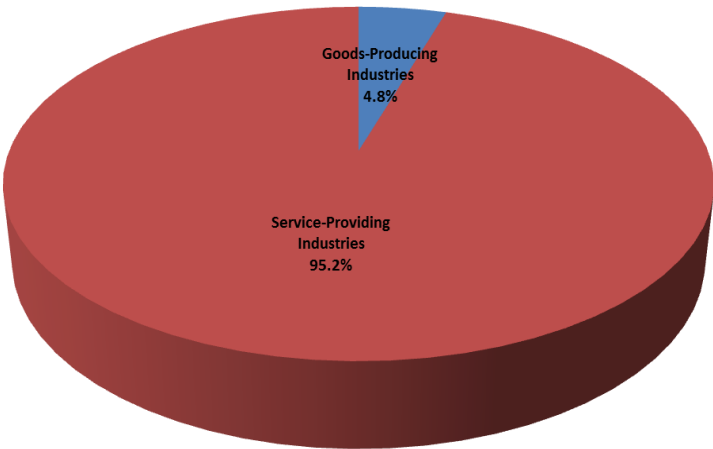
Figure 6, illustrates the point made earlier that Santa Cruz County does not have manufacturing goods producing industries but it does have service providing industries which support the large manufacturing industries in the Mexican side of the border.

For the Santa Cruz County One Stop System, this represents an opportunity to target the WIOA services to the Merchant Wholesalers, Non-durable goods, Support Activities for Transportation and Warehousing and Storage industry sectors. Working with the business owners and representatives, Santa Cruz County is able to determine their workforce needs, educational levels and skills for the jobs that are being vacated, upgraded or created.

The Santa Cruz County Workforce Development Board will continue to engage employers and meet their needs. The Santa Cruz County Workforce Development Board has begun discussions for the members to take an active role in creating partnerships and strengthen communications with the employers in the county. Plans are for individual members to invite and or visit the local employers to discuss the

mutual benefit of working together to help in preparing and providing an educated and skilled workforce (these efforts support the Goals in the *Arizona Unified Workforce Development Plan 2016 – 2021*).

Figure 6
Santa Cruz County Employment Share
2013 Annual Average, Not Seasonally Adjusted



Source: Produced by the Arizona Office of Employment and Population Statistics in cooperation with the U.S. Dept. of Labor, Bureau of Labor Statistics

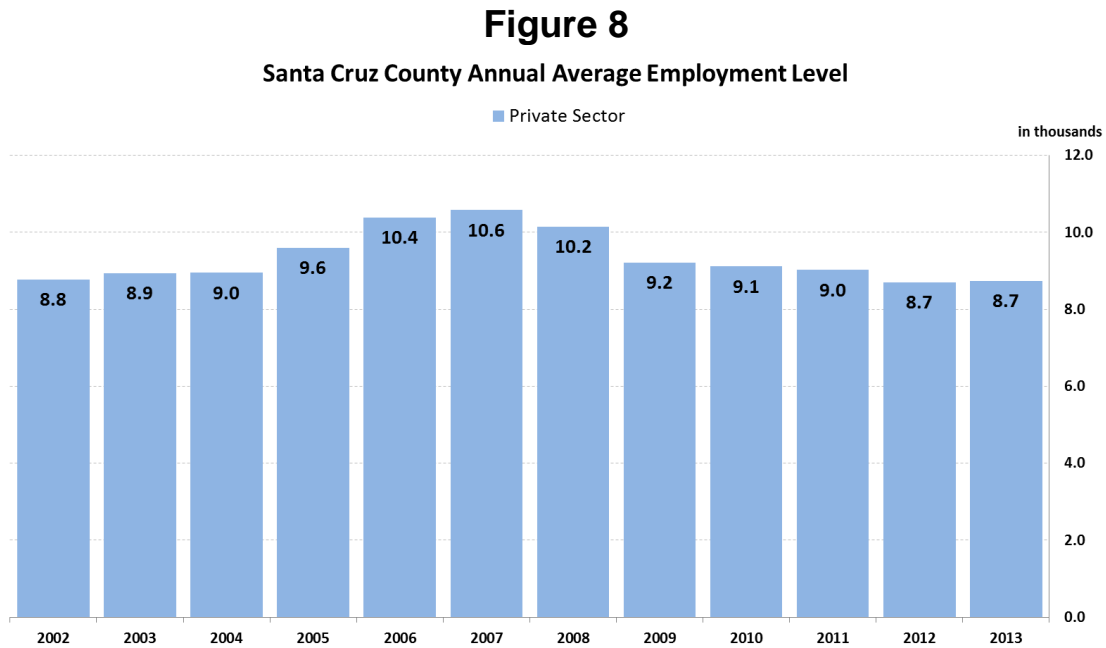
Figure 7 illustrates the annual non-farm employment level from 2002 to 2013. From 2005 to 2013, the employment levels were high. While during 2014 and 2015 the employment levels are lower, they are not drastic. Yet, in small rural communities even a slight decrease has big repercussions.

Figure 7
Santa Cruz County Annual Average Employment Level
■ Total Nonfarm Employment



Source: Produced by the Arizona Office of Employment and Population Statistics in cooperation with the U.S. Dept. of Labor, Bureau of Labor Statistics

Figure 8 illustrates the Santa Cruz County annual employment rate for the private sector. With a peak of 10.6 K in 2007, there is a steady decline to 8.7 K in 2012 and 2013. While the private sector levels vary year to year, a closer look reveals that part of the private sector employment levels is having an impact on the overall employment rates.



Source: Produced by the Arizona Office of Employment and Population Statistics in cooperation with the U.S. Dept. of Labor, Bureau of Labor Statistics

Figures 9 and 10 illustrate the goods producing industries and service producing industries, respectively. The goods producing industries employment level decreases almost 50% from 2008 to 2013. On the other hand, the service producing industries have less than 10% decrease from 2008 to 2013.

The service producing industries will continue to stay steady and thrive. In our discussion of the Produce Sector, it was determined that Santa Cruz County would greatly benefit from having a manufacturing support industry.

For the Santa Cruz Workforce Development Board and One Stop System, we have to concentrate on education and skills needed by the service industries, meaning the manufacturing support industries in Santa Cruz County.

Unlike the goods producing and the service industries, the Government sector has had a slight but steady growth pattern from 2002 to 2013 as shown in Figure 11. Although the Government sector employment growth has been steadily increasing and remains stable, we need to reiterate that many of these positions are in law enforcement with

national or regional offices hiring. Moreover, the individuals hired by these agencies may be assigned to different locations throughout the United States.

Figure 9

Santa Cruz County Annual Average Employment Level

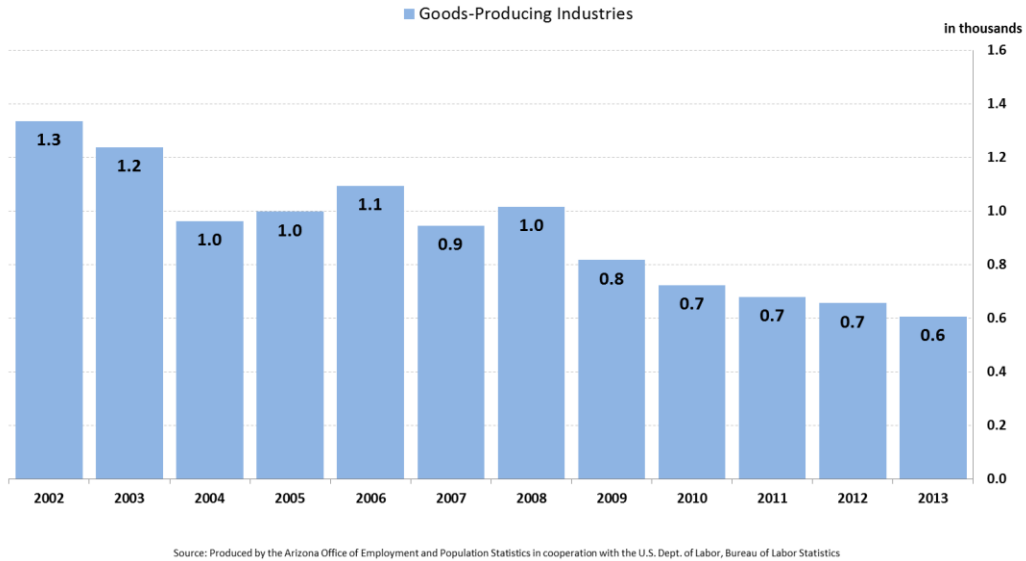
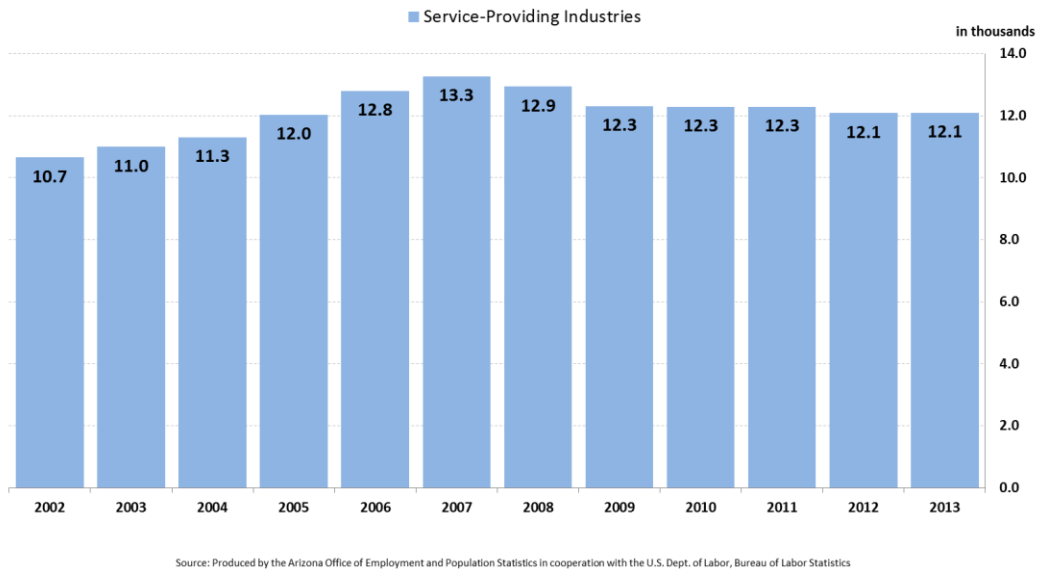


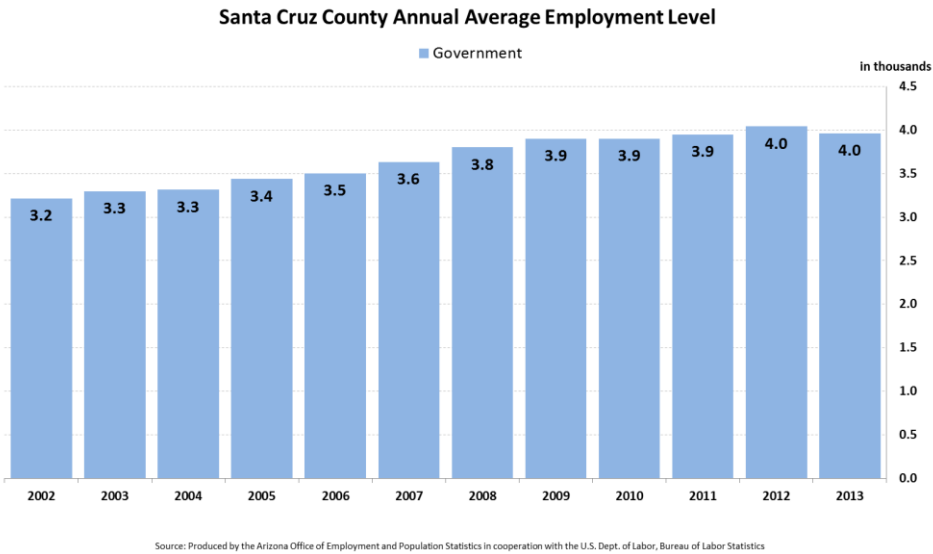
Figure 10

Santa Cruz County Annual Average Employment Level



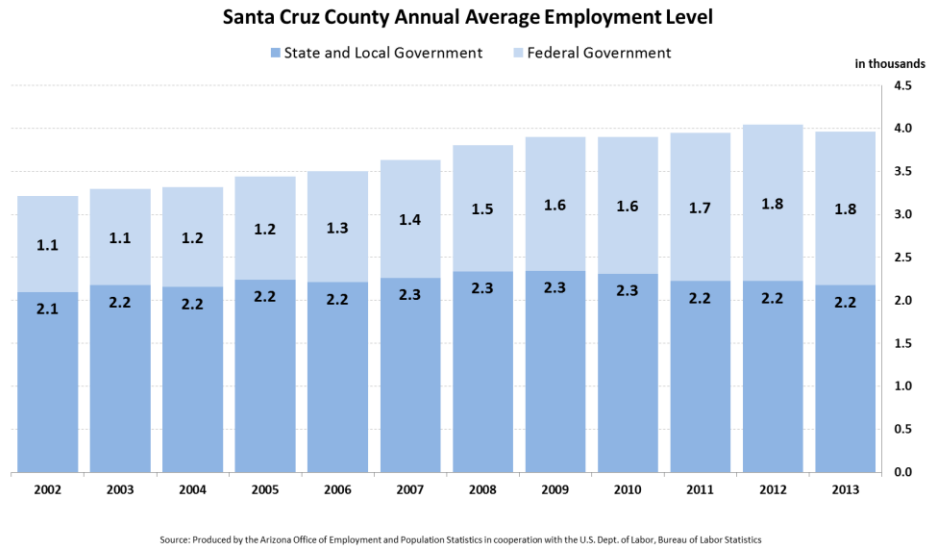
Once the applicant is selected and trained, he or she may be assigned anywhere in the United States. So if a Santa Cruz County resident wants to join law enforcement, the majority of these jobs are beyond the Santa Cruz County One Stop Center System scope. He or she has to go through the appropriate federal agency employment/hiring process.

Figure 11



As Figure 12 illustrates, there has been almost double growth in the Federal Government employment growth compared to the state and local governments, which have remained at almost the same level for a decade.

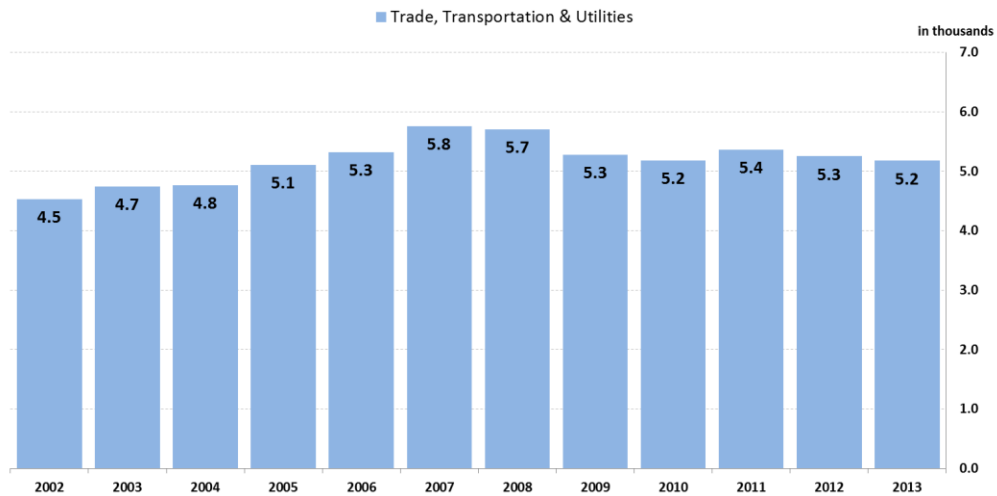
Figure 12



The trade, transportation and utilities employment sector level, as seen in Figures 13 and 14, reflect the service providing industries level in Figure 10. This graphic description points to opportunities for educational training and support services that the Santa Cruz County Workforce Development Board and the WIOA Core Partners may provide to the job seekers.

Figure 13

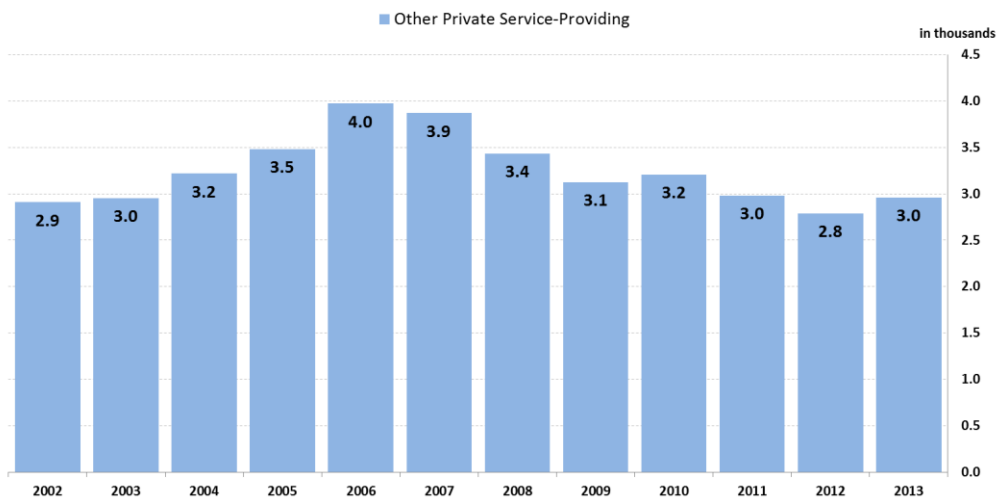
Santa Cruz County Annual Average Employment Level



Source: Produced by the Arizona Office of Employment and Population Statistics in cooperation with the U.S. Dept. of Labor, Bureau of Labor Statistics

Figure 14

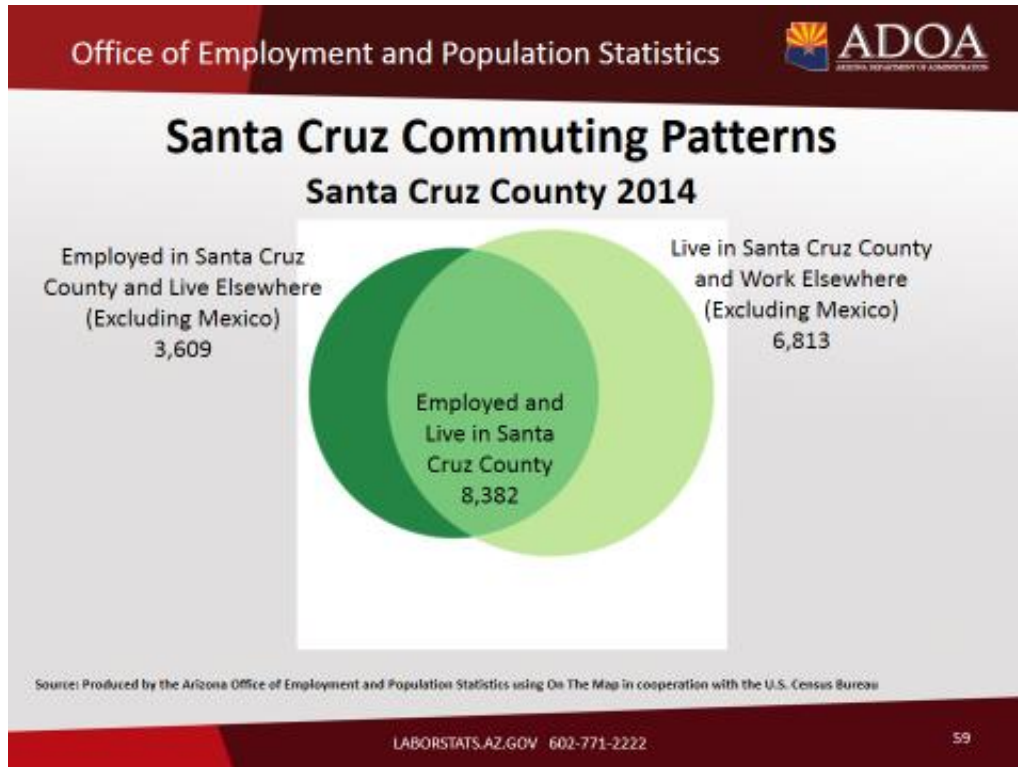
Santa Cruz County Annual Average Employment Level



Source: Produced by the Arizona Office of Employment and Population Statistics in cooperation with the U.S. Dept. of Labor, Bureau of Labor Statistics

As illustrated in Figure 15, 3,609 people commute to work in Santa Cruz County, 6,813 commute from Santa Cruz County to work elsewhere and 8,382 work and live in Santa Cruz County. We need to gather solid information on the types of jobs that are being filled in Santa Cruz County by non-residents.

Figure 15



The Santa Cruz County One Stop Required (Core) Partners designated in the WIOA Section 121 (b)(1)(B) of the WIOA and 34 CFR Section 463.400 are required to coordinate activities and share responsibility for providing comprehensive and high-quality services to the employers in Santa Cruz County. The above information offers the basis for data-driven targeting of particular industries and occupations. Thus, successfully assist the job seekers and businesses.

D. Workforce Development Activities

In addition to the Merchant Wholesalers, Non-durable goods, Support Activities for Transportation and Warehousing and Storage industry sectors described in great detail

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above, Santa Cruz County has a vibrant Tourism and Healthcare Sectors that will be targeted as we continue to implement the Sector Strategies.

Santa Cruz County has had a long history of successful healthcare training initiatives and partnerships with local healthcare providers. We expect to continue to partner to ensure our customers are successfully trained and placed in healthcare occupations with high-wage and long-term career ladder opportunities.

With the advent of new technologies in the healthcare industry and incentives to utilize technology to increase efficiencies and cost-savings in the healthcare industry, we are discussing the labor needs in the healthcare and healthcare technology arena. As these discussions continue, we will expand the dialogue to include the secondary-schools, post-secondary schools and private training providers.

It is critical that we effectively communicate with the businesses in the healthcare industry to ensure we properly assess, train, refer and place qualified individuals in positions with high-wage and career ladder opportunities. With the joint collaborative efforts, our mutual chances of success are increased.

Santa Cruz County was part of the *Workforce Innovation in Regional Economic Development (WIRED)* Grant and today we continue with our regional partnerships with Pima, Cochise and Yuma Counties. The regional partnership's value-added component is that we expanded the relationships, collaboration and coordination with Pima Community College, Cochise Community College, Arizona Western Community College and the University of Arizona.

As we move into 2017 and beyond, the Innovation Frontier Partnership continues to be successful and will continue to apply for grants. In April, 2013, we were awarded a \$5,000,000.00 three years Youth Grant by the Department of Labor.

Based on our past and current job seeker performance and needs, regional economy knowledge, industry and occupations sector available data, information and surveys we are aware of the needs of our business and job seeker customers.

As we are informed of other grant opportunities, we will be ready to apply and based on our performance and accountability, we are confident we will be awarded more discretionary funds. In a later section, we describe the success of the Youth Career Connect Grant we received in collaboration with Pima, Yuma and Cochise Counties.

The result of this continued partnership has been the added benefit that it allowed us to set a strong foundation for communication, collaboration and coordination with these critical regional partners. Today we continue and are implementing an H-1 B Grant which will increase our training capacity to the residents of Santa Cruz County.

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As part of the Statewide Energy Sector Partnership and Training (Green) Initiative, we had representation in all the statewide planning meetings and were current on all aspects of the initiative.

With the Merchant Wholesalers, Non-durable goods, Support Activities for Transportation and Warehousing and Storage industry sectors and the Tourism and Healthcare sector, we will continue to strengthen an excellent regional partnership with Pima Community College, Arizona Western Community College and Cochise County Community College.

Utilizing the wide-range of partnerships with community colleges, we are able to provide a wide-range of high-wage and career ladder opportunities to the Santa Cruz County One Stop targeted populations.

As noted earlier, in the regional Workforce Innovation in Regional Economic Development Grant, Statewide Energy Sector Partnership and Training Initiative, H-1 B Grant and Youth Career Connect Grant, we have strengthened our working relationship with Pima, Cochise and Yuma Counties and post-secondary institutions. We recognize that the regional partnership offers us a tremendous advantage in creating opportunities for new initiatives.

We have developed the basic regional structure as a result of the Workforce Innovation in Regional Economic Development Grant and continue to build on it. By building on the regional partnerships we are part of the network working with the various labor unions and will be better able to develop future partnerships to implement apprenticeship programs where appropriate. In particular, we have worked with and look forward to continue working the International Brotherhood of Electrical Workers on future proposals. As a result of an Apprenticeship Conference, the partnership was strengthened and will continue to grow as we all experience successful results.

One Stop Required (Core) Partners are entities designated in the WIOA Section 121 (b)(1)(B) of the WIOA and 34 CFR Section 463.400. Core Partners are required to coordinate activities and share responsibility for providing comprehensive and high-quality services. The Core Partners in Santa Cruz County include:

- Santa Cruz County WIOA Title I, Adult, Dislocated Worker and Youth Programs
- Santa Cruz County WIOA Title II, Adult Basic Education for College and Career
- Arizona WIOA Title III, DES Employment Administration Employment/Workforce Service Program and
- Arizona WIOA Title IV, DES Rehabilitation Services Administration Vocational Rehabilitation Services

Additional Partners may be designated by the local Santa Cruz County Workforce Development Board under authority of Section 121 (b) (1) and (2) and may be added.

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Required Core Partners: And Supportive Partners

Programs and Activities:

WIOA Title I, Santa Cruz County Workforce Department	WIOA Title IB, Adults, Dislocated Workers and Youth Programs
WIOA Title II, Arizona Department of Education (ADE).	WIOA Title II, Adult Education and Literacy Activities, Career and Technical Education Programs at the Postsecondary Level authorized under the Carl D. Perkins Career and Technical Education Act of 2006
WIOA Title III, Arizona Department of Economic Security (DES)/Division of Employment and Rehabilitation Services Administration	WIOA Title III, Employment/Workforce Services Programs under the Wagner-Peyser Act
WIOA Title IV, Arizona Department of Economic Security (DES)/Division of Employment and Rehabilitation Services Administration	WIOA Title IV, Vocational Rehabilitation Services Programs authorized under Title I of the Rehabilitation Act of 1973.
Supportive Partners	
Arizona Department of Economic Security	<ol style="list-style-type: none"> 1. Trade Adjustment Assistance and NAFTA Transitional Adjustment Assistance Activities authorized under chapter 2 of Title II of the Trade Act of 1974. 2. Veterans Employment Representative and Disabled Veterans Outreach Activities authorized under Chapter 41 of Title 38, United States Code 3. Programs authorized under State Unemployment Compensation Laws
Portable, Practical Educational Preparation, Inc. (PPEP)	WIOA Title ID, Section 167 Migrant and Seasonal Farm Worker Programs
Arizona Department of Economic Security	Supplemental Nutrition Assistance Program (SNAP) Program, authorized under Part A of Title IV of the Social Security Act
Arizona Department of Economic Security	Temporary Assistance for Needy Families (TANF) Program, authorized under Part A of Title IV of the Social Security Act
Santa Cruz County Schools District	Educational Certificates: HS, Associate

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Cochise College, University of Arizona and other Educational Institutions	Degrees, Bachelor Degrees and specialized training programs leading to Industry Certification.
Santa Cruz Sheriff and Courts	Adjudicated youth and adults.

Note: Governor Doug Ducey has determined that Temporary Assistance for Needy Families (TANF) will not be a required partner in the State of Arizona WIOA System.

In addition to these Workforce Development activities, numerous other local entities are working to enhance the economic development vitality of Santa Cruz County. The Santa Cruz County Core Partners have worked with local economic entities and businesses to create opportunities for individuals going through the Santa Cruz County One Stop System.

The percent of the Santa Cruz County population with disabilities is illustrated in Table 21. For Santa Cruz County the individuals with disabilities may face greater hardship based on the high percentage of individuals without Health Insurance. The lack of health insurance may add to the barriers of individuals with disabilities and ultimately impact the WIOA One Stop Center system with a higher demand for support services which may have been available under a health insurance plan.

Table 21

**Percent of Persons with Disabilities and Persons without Health Insurance in Santa Cruz County and Arizona
2011-2015**

	Santa Cruz County	Arizona
Individuals with Disabilities	6.2%	8.2%
Individuals Without Health Insurance	20.7%	12.8%

Source: US Census, ACS, 5 Year Estimates

Thus, it becomes more critical that the Santa Cruz County Workforce Development Board ensures that the WIOA Core Partners leverage their resources to serve individuals with disabilities.

IV. GOALS AND STRATEGIES

A. Local Board Strategic Vision, Mission and Goals

1. The Santa Cruz County One Stop Strategic System Vision is:

The Workforce Innovation and Opportunity Act of 2014 (WIOA) stipulates that each required partner will work collaboratively to provide a higher level of service quality through the delivery of education and workforce services in a “shared services model”. This approach will foster system partnerships that build and sustain a shared vision and strategy that promotes seamless delivery of services that benefit the Santa Cruz County community. This improved framework will enhance the development of a more informed, educated, and skilled workforce and the development of effective career pathway systems.

2. The Santa Cruz County Santa Cruz County One Stop System Mission is:

Through the Customer-Centered Data-Driven One Stop System, we prepare and provide a qualified workforce to local businesses and assist businesses to grow and prosper.

3. The Santa Cruz County One Stop System Goals based on the WIOA and Rules the Santa Cruz County Workforce Development Board and Core Partners goals are:

1. *The Santa Cruz County Workforce Development Board will convene, catalyze, and support sector partnerships in Santa Cruz County to engage public and private partners to work on joint solutions;*
2. *The Santa Cruz County Workforce Development Board will oversee an innovative, adaptive, and customer-centered organization through continuous improvement practices;*
3. *The Santa Cruz County Workforce Development Board and Core Partners will recognize all Partner employees and their contributions to this organization;*
4. *The Santa Cruz County Workforce Development Board and Core Partners will promote the establishment and development of career pathways that allow workers to move seamlessly through progressively-higher skilled education, training, and work-based learning opportunities;*
5. *The Santa Cruz County Workforce Development Board and Core Partners will ensure a focus on outcomes that are measurable and results oriented;*

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6. *The Santa Cruz County Workforce Development Board and Core Partners will ensure fiscal responsible and accountability;*
7. *The Core Partners will deliver services to job seekers based upon individual needs and choices;*
8. *The Core Partners will delivery services to businesses based on their hiring and training needs; and*
9. *The Core Partners will ensure response to changing labor market conditions, customer profiles, and program regulations.*

The Santa Cruz County Workforce Development Board Goals above support the Arizona Workforce System Goals as stated in the *Arizona Unified Workforce Development Plan, 2016 - 2021*. The goals are:

1. Create Partnerships and Strengthen Communication
2. Promote a Customer-Centric System
3. Grow and Develop a Skilled Workforce and
4. Strengthen Data Utility and Reporting.

The Santa Cruz County Workforce Development Board outlined responsibilities and goals in the WIOA include:

- Local Plan. Santa Cruz County Workforce Development Board, in partnership with the chief elected official shall develop and submit a local plan to the Governor
- Workforce Research and Regional Labor Market. In order to assist in the development and implementation of the local plan, the Santa Cruz County Workforce Development Board shall carry out analysis of the economic conditions of the region, the needed knowledge and skills of the region, the workforce of the region, and workforce development activities (including education and training)...
- Convening, Brokering and Leveraging. - The Santa Cruz County Workforce Development Board shall convene local workforce development system stakeholders to assist in the development of the Santa Cruz County WIOA Local Plan and in identifying non-Federal expertise and resources to leverage support for workforce activities.
- Employer Engagement. - The Santa Cruz County Workforce Development Board shall lead efforts to engage with diverse range of employers and with entities in the region involved, promote business representation, develop effective linkages with employers to support employer utilization of Santa Cruz County workforce system, ensure the workforce investment activities meet the needs of employers and support economic growth in the region.

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- Career Pathways Development - Santa Cruz County Workforce Development Board with representatives of secondary and postsecondary education programs shall lead efforts to develop and implement career pathways by aligning employment, training, education and supportive services.
- Proven and Promising Practices. - The Santa Cruz County Workforce Development Board shall lead efforts to identify and promote proven and promising strategies and initiatives for meeting the needs of employers and job seekers. Identify and disseminate information on proven and promising practices
- Technology; Program Oversight. - The Santa Cruz County Workforce Development Board shall develop strategies for using technology to maximize the accessibility and effectiveness of the local workforce system for employers, and workers and job seekers
- Program Oversight.- The Santa Cruz County Workforce Development Board in partnership with the chief elected officials shall conduct oversight for youth workforce activities...employment and training activities for dislocated workers, adults and the One Stop delivery system...ensure appropriate management of the funds provided.
- Negotiations of Local Performance Accountability Measures. - The Santa Cruz County Workforce Development Board, chief elected official, and the Governor shall negotiate and reach agreement on local performance and Accountability Measures.
- Selection of Operators and Providers. - The Santa Cruz County Workforce Development Board, with agreement of the chief elected official shall designate or certify One Stop operators, Youth providers, identify eligible providers of training services and shall work with the State to ensure there are sufficient numbers and types of providers of career services and training services in a manner that maximizes consumer choice, as well as providing opportunities that lead to competitive employment for individuals with disabilities.
- Coordination with Education Providers. - The Santa Cruz County Workforce Development Board shall coordinate activities with education and training providers.
- Budget and Administration. - The Santa Cruz County Workforce Development Board shall develop a budget for activities of the Santa Cruz County Workforce Development Board consistent with the local plan and the duties of the board, subject to the approval of the chief elected official.
- Accessibility for Individuals with Disabilities.-The Santa Cruz County Workforce Development Board shall annually assess the physical and programmatic accessibility of the Santa Cruz County One Stop Center.

In addition, the Santa Cruz County Workforce Development Board will work with the Arizona Department of Economic Security's Rehabilitation Services Administration (Title IV - Core Partner) to identify and promote proven and promising strategies and initiatives for meeting the needs of employers and job seekers. Identify and disseminate information on proven and promising practices.

We will engage the Rehabilitation Services Administration and work with the Core Partners and other Partners to coordinate outreach efforts and make community presentations to employers and individuals. Quarterly hold workshops to cross-train the Core Partners to ensure all staff is sensitive and knowledgeable of the needs of individuals with disabilities. Moreover, ensure all Partners are aware and market the supportive services available when training and/or hiring individuals with disabilities.

As noted above, the Santa Cruz County One Stop System comprised of required Core Partners and other Partners, will continue to build a strong infrastructure for the delivery of services for our diverse population.

The Core Partners are:

- Title I, Adult, Dislocated Workers and Youth
- Title II, Adult Education and Literacy
- Title III, Wagner-Peyser (Employment Service) and
- Title IV, Rehabilitation Services

The Santa Cruz County Workforce Development Board working with the One Stop Core Partners will continue to improve efficiency, effectiveness, and viability of the Santa Cruz County businesses and individuals seeking services from the One Stop System. We have focused on assisting the individuals with significant barriers to employment and have assisted them to become self-sufficient.

To ensure the WIOA mandated performance accountability goals the Santa Cruz County Workforce Development Board receives performance updates from all the One Stop Core Partners. The Core Partners Performance Accountability Measures are uniform allowing consistency and mutual understanding and support for and by each Partner.

Since all Santa Cruz County One Stop Core Partners have the same Performance Accountability Measures, See Table 22, the Workforce Development Board and general public better understand the One Stop System measures. Whereas, in previous legislations that attempted to create a system the different Partners had different Performance Accountability Measures with different definitions it was hard to have accountability.

WIOA allows for greater accountability and understanding of the Performance Accountability of the Core Partners. The Workforce Development Board can exercise better oversight of the Core Partner performance.

Strategic goal of the Santa Cruz County Workforce Development Board to reach and exceed performance goals includes:

- Increased collaboration among the Santa Cruz County System One Stop Core Partners to align service delivery
- Create an environment of seamless delivery service
- Cross-train all staff
- Use of data to make decisions
- Regular reports of performance by all Partners and
- When necessary review performance deficiencies and request corrective action.

Table 22 contains the six Performance Accountability Measures for the Core partners.

Table 22
Santa Cruz County
WIOA Core Partner
Accountability Measures

Indicators	Title I Adult	Title I Dislocated Workers	Title I Youth	Title II Adult Education	Title III Wagner- Peyser	Title IV Rehabilitation Services
Employment 2 nd Qtr. After Exit						
Employment 4 th Qtr. After Exit						
Credential Attainment Rate						
Measurable Skill Gains						
Effectiveness in Serving Employers						

WIOA, Section 116(b)(2)(A).

WIOA Youth Program Performance Accountability Measures are:

- Percentage of program participants in education, training or unsubsidized employment during the second quarter after exit
- Percentage of program participants in education, training or unsubsidized employment during the fourth quarter after exiting
- Median earnings of program participants employed during the second quarter after exit
- Percentage of program participants who obtain a recognized credential or secondary diploma during participation or within 1 year after program exit; and
- Percentage of program participants who, during a program year, are in education or training program that leads to a postsecondary credential or employment who are achieving measureable

The Santa Cruz County Workforce Development Board oversight responsibility also includes service delivery to employers. Employer Performance Measures are:

- Percentage of employers who contacted an ARIZONA@WORK Center with job opening that now has that opening filled, whether with a program participant or otherwise, within one quarter after initial contact;
- Percentage of employers who contacted an ARIZONA@WORK Center who confirm ARIZONA@WORK services assisted in identifying qualified job applicants; and
- Number of companies and business organizations that have been visited by an ARIZONA@WORK employee.

At the Santa Cruz County Workforce Development Board meetings the members regularly engage in conversations with Core Partner staff regarding the employer engagement activities and how to further improve on the success in collaborative service delivery to the businesses activity. Labor market information, performance data, business contacts, services and training of participants are presented and evaluated. Board members may volunteer or be assigned to work on some business attraction or retention activity. Thus the performance goals are in the forefront of every Santa Cruz County Workforce Development Board meeting.

B. Aligning Local Resources

Over the last few years Santa Cruz County has had the great opportunity to work with the WIOA Core Partners and established a strong working relationship. WIOA Title I (Adult, Dislocated Workers and Youth Programs) and Title II (Adult Education) are administered by the County. Title II is sub-contracted to Santa Cruz County by the

Arizona Department of Education. In addition, we have invited the Literacy Volunteers of Santa Cruz County (Title II subcontractor) to all our Partner meetings. Title III (Employment Services) and Title IV (Vocational Rehabilitation) are administered by the Department of Economic Security.

Having the Department of Economic Security and Arizona Department of Education working together with the Santa Cruz County WIOA Title 1, Adult, Dislocated Workers and Youth, during the past several years has facilitated the implementation of WIOA. We have been working on various strategies to increase the efficient delivery of customer services, both for the job seeker and the businesses.

Added advantage in delivering seamless and efficient services is the fact that all WIOA Core programs are housed in the Santa Cruz County One Stop Comprehensive Center. We have shared staffing responsibilities, training, fiscal and program resources and maximized service delivery by working together to develop a seamless referral system with a “No Wrong Door” philosophy. Our staff has been and will continue to cooperate, work together, cross-train and be customer centric in all aspects of service delivery for the job seeker and business customers.

At this time the Arizona Department of Education has issued a Request for Grant Applications and is in the process of selection and contracting local Title II providers. The Santa Cruz County Workforce Development Board will review the Santa Cruz County applicants and comment to the Arizona Department of Education. Once the Arizona Department of Education makes its final selection and contracts with the new providers the Santa Cruz County Workforce Development Board and the Core Partners will invite the selected Title II service providers to all Workforce Development Board and WIOA Core Partners meetings.

It is the intent and goal of the Santa Cruz County Workforce Development Board that all WIOA Core Partners, co-located or not work, maximize efficiency, effectiveness, seamless, “No Wrong Door” customer-centric service delivery to all Santa Cruz County One Stop System customers.

The Santa Cruz County cross-program integration strategies are in concert with the State of *Arizona Service Integration Policy* and are intended to provide the appropriate services for the job seekers and employer customers by utilizing data for appropriate job referral, search and/or training that meets the needs of Santa Cruz County employers, and regional and sector strategies tailored to the state’s economy.

In keeping with the intent of the WIOA legislation and State direction, cross-program integration provides seamless services and is incorporated into three basic Santa Cruz County One Stop Center System functions:

- Welcome Team Functions
- Individualized Career Services and
- Business Services Functions.

Detail descriptions of the services provided are embedded in this Santa Cruz County WIOA Local Plan.

Welcome Team Functions:

- The Santa Cruz County One Stop Center Welcome Team members composed of WIOA Title I (Adult, Dislocated Workers and Youth), Title II (Adult Basic Education for College and Career); Title III (Employment Service) and Title IV (Vocational Rehabilitation) staff have been working together to ensure maximum service delivery and efficient use of staff resources. The Core Partner staffs have worked on developing the Welcome Team specific responsibilities and duties. The potential customer may be:
 - Employers
 - Unemployment Insurance claimants
 - Long-term unemployed
 - Under-employed
 - Dislocated
 - Low-income individuals (including recipients of public assistance)
 - Migrant and Seasonal Farmworkers
 - Veterans;
 - Individuals with limited English proficiency
 - Homeless individuals including veterans
 - Ex-offenders
 - Older workers
 - Individuals training for nontraditional employment and
 - Individuals with multiple challenges to employment.

The seamless service delivery for job seeker and business customers is integrated into the Santa Cruz County One Stop Center System. As a result, the individual Santa Cruz County job seeker customers are unaware who provides any of the services:

These customers are received by the Welcome Team and the services they receive may include the following:

- Receptionist may ask initial questions
- Clients' needs are quickly assessed
- Directed to Resource Room
- Employers are referred to Business Team members;
- Assistive Technology
- Job Search assistance
- Access to computers with internet
- Labor Market Information and

- Scheduled Group Orientation

Individualized Career Services

Services requiring more staff involvement are generally provided to individuals unable to find employment through basic career services, and deemed to be in need of more concentrated services to obtain employment; or who are employed but deemed to be in need of more concentrated services to obtain or retain employment that allows for self-sufficiency.

- Comprehensive and Specialized Assessment – of skill levels and service needs of adults and dislocated workers, may include diagnostic testing, other assessment tools, in-depth interviewing, evaluation of employment barriers and appropriate goals.
- Individual Employment Plan - is the documentation process that occurs with individuals to identify their employment goals, appropriate achievement objectives, and the appropriate combination of services that will help the individual achieve those goals.
- Individual or Group Counseling and mentoring.
- Career Planning.
- Short-Term Pre-Vocational Services – include development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills and professional conduct in preparation for unsubsidized employment.
- Internships and Work Experience with goal of career pathways.
- Work Preparation – assists individual job seekers to acquire any of the following: basic skills, academic skills, critical thinking skills, digital literacy skills, self-management skills, competency in using resources, using information, working with others, understanding systems, and obtaining skills necessary for successful transition into and completion of post-secondary education, or training or unsubsidized employment.
- Financial Literacy.
- Out of Area Job Search – assistance in searching for employment in other areas and relocation assistance.
- English Language Acquisition.

Business Services Functions

Santa Cruz County Board of Supervisors in partnership with the Santa Cruz County Workforce Development Board will continue to promote business representation, particularly representatives with optimal policymaking or hiring authority from employers whose employment opportunities reflect existing and emerging employment opportunities in the region, on the local board.

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Santa Cruz County will continue to develop effective linkages, including the use of intermediaries, with employers in the region to support employer utilization of the local workforce development system and to support local workforce investment activities.

The Business Services Team consists of staff from the Core Partners in the Santa Cruz County One Stop Center System. They offer services to new and existing businesses and industries that help address employer needs.

Team members provide community outreach through participation in Chamber of Commerce Events, Economic Development Events, and local county/city activities. The Business Services Team members work closely with economic development agencies and businesses to maintain a proactive approach to ensure employment and economic growth in Santa Cruz County. Additional services that the business services team can provide employers include:

- Job Hiring Events
- Labor Market Information
- Listing job openings on the Arizona Job Connection
- Locating qualified job applicants for employers; vetting applications and resumes
- Provision of specialized assessments for job seekers and employers
- Rapid Response Services
- Space for job interviews and/or interviews via video conferencing
- Training Services information

V. WORKFORCE DEVELOPMENT SYSTEM

A. Disbursement of Funds

The Santa Cruz County Board of Supervisors has designated the Santa Cruz County Finance Director as the entity responsible for the disbursement of grant funds.

Mr. Mauricio Chavez
Santa Cruz County, Administrative Services Director
2150 North Congress Drive
Nogales, AZ 85621
520.375.7821

The Finance Department is responsible for maintaining a fiscally sound organization that conforms to generally accepted accounting and management principles and legal requirements. We provide centralized financial services to both internal and external customers of the county.

B. Local Competitive Process

As required, the Santa Cruz County Workforce Development Board adheres to the WIOA, CFR 200, State of Arizona and Santa Cruz County Procurement laws and policies. When a WIOA service is required the Santa Cruz County Workforce Development Board assigns the responsibility to a Committee to review the services needed and embark on a process for the selection of service provider(s).

The subcommittee working with the Santa Cruz County Workforce Development Board staff reviews the appropriate legislation and statutes and begins to develop a Scope of Work for a competitive process. The Scope of Work, RFP evaluation criteria, such as: authorized signatures, agency/business experience, capacity in delivering the services, qualified staff, appropriate insurance and deadlines are established by the Santa Cruz County Workforce Development Board subcommittee working with the Santa Cruz County Procurement Office.

All required information that is included in the Request for Proposals adheres to the State of Arizona enacted Procurement and Conflict of Interest Statutes. Once the Santa Cruz County Workforce Development Board approves the RFP it is issued by the Santa Cruz County Procurement Office. The RFP also contains a grievance process when it is published. A date with location and time is noted in the RFP for technical assistance to clarify potential respondent questions.

The Santa Cruz County Workforce Development Board RFP committee meets after the RFP deadline is reached. The sealed RFP Respondent Packages are publicly opened on the date and hour noted in the RFP Instructions. The RFP is logged in and the Santa

Cruz County Workforce Development Board meets to evaluate each response to the RFP.

Using an RFP response Evaluation Sheet, each RFP Response is evaluated separately by each Santa Cruz County Workforce Development Board RFP Committee member. A score is given and at the end of the scoring by each RFP Committee member a total score is assigned to each RFP response and ranked. The Santa Cruz County Workforce Development Board RFP Committee recommendation for service provider(s) is submitted to the Whole Santa Cruz County Workforce Development Board.

The Santa Cruz County Workforce Development Board Committee recommendation is placed on the Agenda of the scheduled Santa Cruz County Workforce Development Board. The Whole Workforce Development Board discusses the Committee recommendation and votes to select, modify, or reject the recommendations.

After the whole Santa Cruz County Workforce Development Board approves a service provider(s), the selected provider(s) information and recommendation is submitted Santa Cruz County Board of Supervisors for final approval. Once the selection is approved the Santa Cruz County Procurement Office issues a Contract for the approved services.

The Santa Cruz County Web Site states that the Finance Department shall:

*Help ensure purchases made by the county **adhere to state statutes and the county procurement process.** (Emphasis added).*

C. Core Partners Roles and Resource Contributions

WIOA is designed to help job seekers access employment, education, training and support services to succeed in the labor market and to match employers with skilled workers they need to compete in the global economy.

Though each Core Partner and supportive partners have specific legal mandated services, they are customer centric in the service delivery and will work with the job seeker and business customer that accesses the Santa Cruz County One Stop Center System. This seamless, effective and efficient customer centric approach is furthered by the Core Partners having the same performance measures.

WIOA Title I, Santa Cruz County Workforce Department - WIOA Title IB, Adults, Dislocated Workers and Youth Programs.

WIOA Title II, Arizona Department of Education (ADE) subcontracts with Santa Cruz County, - WIOA Title II, Adult Education and Literacy Activities.

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WIOA Title III, Arizona Department of Economic Security (DES)/Division of Employment and Rehabilitation Services Administration - WIOA Title III, Employment/Workforce Services Programs under the Wagner-Peyser Act.

WIOA Title IV, Arizona Department of Economic Security (DES)/Division of Employment and Rehabilitation Services Administration - WIOA Title IV, Vocational Rehabilitation Services Programs authorized under Title I of the Rehabilitation Act of 1973.

Sharing infrastructure requirements under WIOA 121(c)(2)(A)(ii) requires that the funding arrangement to service and operating costs of the Santa Cruz County One Stop delivery system must be described in this Local Plan.

All relevant parties have agreed via the Santa Cruz County Memorandum of Understanding to share the services and the operating costs of the Santa Cruz County One Stop delivery system either in cash or in-kind contributions. In-kind services could possibly be reciprocal services identified in previous meetings with the Core Partners.

Each Partner has agreed to contribute a proportionate “fair share” to the shared services and operational costs of the Santa Cruz County One Stop delivery system (20 CFR §678.760). Each Partner must contribute a fair share of shared services and operating costs of the One Stop delivery system proportionate to the use of the system by individuals attributable to the Partner’s program.

1. Federal Cost Principles Each Partner must comply with the Federal Cost Principles set forth in the applicable Office of Management and Budget Super Circular 2 CFR Part 220, Cost Principles for Education Institutions ii. 2 CFR 225, Cost Principles for State/Local Governments and Indian Tribes iii. 2 CFR Part 230, Cost Principles for Non-Profit Organizations
2. Cost Allocation and Resource Sharing Methodology. The allocation methodologies used will be based on a measure of relative benefit received that will produce an equitable allocation of costs to the programs.

Measuring benefits received is the critical requirement and central task to be performed in allocating costs. Established cost allocation principles dictate that costs are allocable to a particular cost objective based on benefits received by that cost objective. The cost allocation process that is adopted will be fully documented. The structure and capabilities of the Core Partners’ accounting systems will be considered in designing an operable cost allocation process.

Each Core Partner will contribute a fair share of the operating costs based on the use of the One Stop delivery system by individuals attributable to the Partner’s program. There are many methods for allocation to choose from, and the best basis is one that allocates costs equitably to all of the Partners. There may be multiple allocation methods used within a Center and for system costs.

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Rent for One Stop Core Partners is calculated based on the square footage occupied and cost per square foot. The cost per square foot includes a comprehensive list of expenses as follows:

1. Rent
2. Insurance
3. Property Taxes
4. Facility Maintenance
 - a. Waste Management
 - b. Landscape Maintenance
 - c. Alarm
 - d. Pest Control Services
 - e. Repairs & Maintenance
5. Utilities
 - a. Electricity
 - b. Water & Sewer
6. Communications
 - a. Phone Service
 - b. Internet
7. Janitorial
 - a. Cleaning Services
 - b. Supplies
8. Miscellaneous Tenant Costs
 - a. Copiers
 - b. D.P. Supplies
 - c. Staff Time – Welcome Team Front Desk Coverage

Total cost is divided by the number of square feet to arrive at the cost per square foot. This measurement is used in arriving at the cost of renting at the Santa Cruz County One Stop Center.

Service delivery will be the prime factor driving operational planning- not cost accounting. However, cost accounting considerations will be part of the planning process. Federal funding sources and good management practices require costs to be accumulated in an organizational structure to control budgets, measure the efficiency of operations, and report financial information.

The Santa Cruz County Workforce Development Board will negotiate each Partner's share of the costs in a way that promotes the principles of proportionate cost sharing. To accomplish this, the Workforce Development Board will support the fairness of the negotiated amounts through the use of appropriate cost allocation methods.

The Santa Cruz County Workforce Development Board has some latitude for discretion in determining how to share costs, as long as the basis used for cost sharing is compatible with the governing provisions of WIOA, other Partners' legislation, and the applicable Office of Management and Budget Super Circular. Current federal

regulations do not provide for “range of tolerance” flexibility. Each Partner is accountable for paying costs based on its share of benefit derived.

Monthly monitoring of operating reports will allow the Partners to see when actual benefits derived and/or actual expenditures vary from their projections. Financial and/or service plans will be adjusted accordingly. As actual expenditures are made, offset plans will be monitored and adjusted so that Partners do not owe money at the conclusion of the Partnership agreement. Adjustment requests will be reviewed no less than quarterly and more frequently if the variances are large.

1. Payment System and Timeline - The payment system for those shared costs to operate the One Stop Center is to be paid within thirty days from the first of the month due date to the One Stop administration.
2. Alteration Provisions - Should the Partner want to alter the cost sharing agreement based on benefits derived, as indicated above, there will be a minimum quarterly opportunity for renegotiation.
3. Audit Responsibilities - The Partners agree that each will bear a proportionate share of the audit responsibilities based on their respective dollars contributed.

To promote efficiency and optimal performance, Partner contributions for the costs of the system may be re-evaluated annually through the MOU process.

The contributions of Partners may also consist of cash resources, or a mixture of cash and non-cash resources.

Santa Cruz County Workforce Development Board will recommend to the Santa Cruz County Board of Supervisors a Santa Cruz County One Stop Operator using a competitive bid process that complies with WIOA Section 121 (d), WIOA Rules, Arizona and Santa Cruz County and local Procurement and Conflict of Interest Statutes and policies.

D. Employment Service

Basic Career Services includes self-help services requiring minimal staff assistance.

1. Eligibility Determination - the process of obtaining and documenting information about an individual’s circumstances and comparing that information with the criteria set by an agency or program to decide if the individual qualifies for participation.
2. Outreach and Intake Activities - involve the collection, publication, and dissemination of information and orientation on program services available and directed towards jobless, economically disadvantaged, and other individuals.

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3. Initial Assessment – assessment of skills level, literacy numeracy and English language proficiency, as well as aptitudes, abilities, skills gaps, and supportive service needs.
4. Job Search - assists an individual to seek, locate, apply for, and obtain employment. It may include but no limited to:
 - a. Provide Labor market Information
 - b. Resume development
 - c. Job Development
 - d. Rapid Response
 - e. Re-employment services such as:
 - i. Orientation
 - ii. Skills determination
 - iii. Pre-lay off assistance
5. Placement Assistance - helps people to identify and secure paid employment that matches their aptitudes, qualifications, experience, and interests.
6. Career Guidance facilitates exploration of occupational and industrial information that will lead to a first, new, or a better job for the individual.
7. Employment Labor Market Information is collected on Santa Cruz County labor force, industry sectors, occupations, employment projections, wages and other important labor market and economic data. Information on non-traditional employment. Provide information on local, regional and national labor market areas, including job vacancies, job skills necessary and demand occupations.
8. Performance Information and Costs – of training with eligible training services by program and type of providers.
9. Local Area Performance
10. Referrals and Coordination – of activities with other programs and services, including those with in the Santa Cruz County One Stop System and when appropriate, with other workforce programs in Santa Cruz County. Assistance in establishing eligibility for programs of financial assistance for training and education programs not provided by WIOA.
11. Supportive Services Information - collects and provides information on services such as transportation, childcare, and needs related payments that are necessary to enable an individual to participate in employment and training activities.
12. Unemployment Insurance Compensation - collects and provides information on filing claims for state benefits payments that protects individuals from economic insecurity while conducting job searches. Claims may be filed on-line or via telephones available in the ARIZONA@WORK Santa Cruz County One Stop delivery system.
13. Orientation - whether offered in a group setting, one-on-one, or electronically, is the process of providing broad information to customers in order to acquaint them with the services, programs, staff and other resources at the ARIZONA@WORK Santa Cruz One Stop delivery system, or affiliate locations.

Career Services - Services requiring more staff involvement are generally provided to individuals unable to find employment through basic career services, and deemed to be in need of more concentrated services to obtain employment; or who are employed but deemed to be in need of more concentrated services to obtain or retain employment that allows for self-sufficiency.

1. Comprehensive and Specialized Assessment – of skill levels and service needs of adults and dislocated workers, may include diagnostic testing, other assessment tools, in-depth interviewing, evaluation of employment barriers and appropriate goals.
2. Individual Employment Plan - is the documentation process that occurs with individuals to identify their employment goals, appropriate achievement objectives, and the appropriate combination of services that will help the individual achieve those goals.
3. Individual or Group Counseling and mentoring.
4. Career Planning.
5. Short-Term Pre Vocational Services – include development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills and professional conduct in preparation for unsubsidized employment.
6. Internships and Work Experience with goal of career pathways.
7. Work Preparation – assists individual job seekers to acquire any of the following: basic skills, academic skills, critical thinking skills, digital literacy skills, self-management skills, competency in using resources, using information, working with others, understanding systems, and obtaining skills necessary for successful transition into and completion of post-secondary education, or training or unsubsidized employment.
8. Financial Literacy.
9. Out of Area Job Search – assistance in searching for employment in other areas and relocation assistance.
10. English Language Acquisition.

Trade Adjustment Assistance Act - Although we may not have a TAA Counselor in the rural areas, all TAA customers are assigned to a TAA Counselor's case load. The TAA Counselors work with "out-of-area" customer remotely and when necessary, the TAA Counselor will travel to an individual's locale to work with the customer in-person.

Trade Adjustment Assistance (TAA): TAA will coordinate with WIOA/W-P to provide seamless services to participants in the following areas:

- A. Provides early intervention to worker groups on whose behalf a TAA petition has been filed:
 - Rapid Response teams consist of TAA, WIOA and W-P (Employment Services) representatives, who as a team conduct on-site (whenever

permissible) presentations at the Employer location. Rapid Response Coordinators notify the TAA Program when they receive information about an upcoming lay-off if it appears the lay-off is due to foreign competition and therefore, potentially Trade eligible. Every effort is made to provide information sessions prior to the commencement of the lay-offs / plant closure.

These presentations consist of overviews of the benefits and services that can be expected from each of the partner groups. During these sessions the emphasis is how TAA, WIOA and W-P staff will be working together as a team to offer the customer individualized comprehensive re-employment benefits and services. Whenever possible after a lay-off occurs, Intake/Orientation sessions for the TAA and WIOA programs are co-led and combined so the customer is being co-enrolled and observes firsthand the service integration between the two programs.

B. Provides services to TAA Participants, as indicated in the encouragement of co-enrollment policies:

- All TAA customers are required to be referred to WIOA for co-enrollment. TAA Counselors emphasize the benefits of co-enrollment to allow the maximum benefit from all available resources. All customers have Individual Employment Plans developed which are shared and agreed upon between the TAA Counselors and WIOA Case Managers. Leveraging of resources is utilized by having WIOA take the lead in conducting assessments (Basic education levels, aptitudes, interests, etc.) from which the results guide the TAA and WIOA partners in developing customers' re-employment plans. These plans identify any possible barriers to employment and how those barriers will be addressed. Both WIOA and W-P/Employment Service staff conduct re-employment workshops for customers needing additional assistance in job search resources, resume writing, interviewing skills, etc. All TAA Customers have access to any resources provided by W-P and all customers co-enrolled with WIOA are able to partake in any workshops provided by WIOA staff. Because W-P staff have on-going direct connection to local and statewide employers / job openings, customers may be assigned to a staff person for assistance with intensive Job Search activities.
- Case Management is shared between TAA Counselors and WIOA Case Managers. Because TAA and WIOA have a shared computer system, case notes are accessible by either program, allowing staff to determine if monthly contact has been made; if contact has been made and the documentation shows ongoing progress toward goals with no issues, the contact will satisfy both programs' requirements. Ongoing communication is stressed between both TAA and WIOA staff; periodic combined staff meetings reinforce the open communication. "Staffing's" between a

customer and both program representatives occur as needed to address customer needs or issues while working toward an integrated approach to address such needs and issues.

- When it is determined a customer needs re-training to be more competitive in the job market, TAA takes the lead in development of the training plans. The training plans are developed and justified based on WIOA test assessments, Labor Market information provided through W-P/ TAA staff and assessment of the customer's background regarding employment history, education, etc. While TAA will be the primary funding source for an individual's training, WIOA may offer assistance with Supportive Services (bus vouchers, counseling, utility and rental assistance, extra school supplies, medical exams, etc.) as needed for a customer to be able to be successful in the chosen training program. Co-funding of training also may occur, if it is necessary to meet a customer's needs. Once a customer enters approved training, there is coordination with Unemployment Insurance for an individual's ongoing income support.

C. Has developed and managed resources to integrate data provided through different agencies administering benefits and services in order to ensure consistent program administration and fiscal integrity, as well as reliable fiscal and performance reporting.

TAA, Trade Readjustment Allowances (TRA), Re-Employment Trade Adjustment Assistance (RTAA), WIOA, and W-P/Employment Service all utilize the Arizona Job Connection (AJC) computer system to collect universal information (customer demographics, Veteran Information, Migrant Worker information, Employment Status, Disability, Older Worker, Low Income, Public Assistance, Needs & Barriers, etc.) for each customer. This system also tracks the various program enrollments. AJC is a Case Management based system, which captures information to assist in determining eligibility for various government/community based programs. It also tracks customer participation under the various programs one may be enrolled in, and program exit outcomes.

E. Adult Education

Santa Cruz County has two Title II - Adult Education Service providers. One is co-located within the Santa Cruz County One Stop Center. The other Title II Adult Education service provider is Literacy Volunteers of Santa Cruz County which is not co-located at the One Stop Center. The Santa Cruz County Workforce Development Board has initiated contact with Literacy Volunteers to attend all Board meetings and to participate with the WIOA Core Partners to coordinate service delivery for clients that need One Stop Center services and clients that may need adult education services may be referred to Literacy Volunteers.

When a job seeking customer arrives at the Santa Cruz County One Stop Center, our Welcome Team will conduct an initial assessment of the individual job seeker needs. The job seeker may transition into any of the services provided. Also an immediate referral may be given for an Adult Education specialist. If the job seeker requests or is determined to be in need of educational services, *The Test of Adult Basic Education (TABE)* may be administered. The Educational Specialist may also determine if the jobseeker is in need of any of the following: Adult Education or Literacy and English Language Skills.

Although the individual job seeker may have been enrolled into one of the above options, the Santa Cruz County One Stop System will ensure that the individual moves from the Adult Education into any number of services depending on the specific needs.

The job seeker may only be interested in learning about different occupations or industries with in Santa Cruz County or anywhere in the United States or may be referred to a resume workshop. Depending on the customer needs, the job seeker may receive a variety of services with the ultimate goal of securing meaningful employment.

The Core Partners at the Santa Cruz County One Stop have Accountability Measures that must be met or exceeded. Failure to do so may result in any number of sanctions. The Core Programs in the Santa Cruz County System have the same Accountability Measures and each program will be integrated, braided and NOT standing alone. The Core Partners make up the Santa Cruz County One Stop System.

The Adult Education contract was awarded to Santa Cruz County and this has maximized the seamless service delivery, increased efficiency in delivering wrap-around services, case management, and other support services.

As required by the WIOA, the Santa Cruz County Workforce Development Board will be requested to review and comment on any of the potential applications for Adult Education Grants. The Arizona Department of Education Adult Education Request for Grant Applications (ADE RFGA) submitted to the Arizona Department of Education will consider the Workforce Development Board's comments in the awarding of funds to potential applicants.

Having the Santa Cruz County WIOA Core Partners co-located in the Santa Cruz County One Stop Center makes this possible. From Adult Education a continuum of services exist leading to a career path. A high School Certificate may allow the individual to seek pre-employment support or training leading to meaningful employment.

With the WIOA requirement to be innovative, we will continue to have discussions on how best to serve the job seekers that need any of the services provided by Adult Education in concert with the other Core Partners in the Santa Cruz County One Stop Center System.

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Adult Education seeks to integrate the development of communication, critical thinking, student success, and job readiness skills that prepare learners in postsecondary education and/or the workforce.

Adult Education will also play a major role in meeting the needs of the Out-of-School Youth in Santa Cruz County. The emphasis from In School Youth under the Workforce Investment Act to Out-of-School Youth under the WIOA mandates that we redesign, integrate and align our system of recruitment, service and outcomes. Keeping in mind the career path for all individuals in the Santa Cruz County One Stop System forces us to have seamless services, contextualized, common employment outcomes for our common customers.

Based on the WIOA and *Arizona Unified Workforce Development Plan 2016 -2021*, Adult Education services are intended to assist adults to:

- Increase their literacy gains
- Obtain the knowledge and skills necessary for employment and self-sufficiency
- Obtain the skills necessary to become full partners in their children's education
- Completing their secondary school education
- Transitioning to postsecondary education or training
- Improving their reading, writing and comprehension skills of English Language Learners and
- Acquiring an understanding of the American system of government.

Specifically the services to adults are meant to:

- Increase the reading, writing and math up to a graduating level
- Prepare for testing leading to a High School equivalency diploma
- Acquire English language skills and
- Engage English learners into the American system of government.

Staff training is essential and we continue to increase the staff capacity by attending specialized training sessions such as:

- Teaching Digital Literacy to ABE/ESL Learners for Successful College and Career Transitions
- GED Prep Connect Overview for the benefit of recruiting students to the Adult Education Program.
- GED Prep Connect Manager enhancement: As managers we have access to students' scores and instructors can help students' more effectively on the GED testing preparation.

Adult Education (WIOA Title II) is a key Core Partner and integral part of the Santa Cruz County Workforce Development Board's strategy to ensure better employment

opportunities for the job seekers and a better skilled workforce needed by employers. As noted in the data provided by the Arizona Office of Economic Opportunity, the educational requirements for the three high ranking industry sectors and almost all occupations require at least a High School Degree or equivalent. With the WIOA emphasis on Out-of-School Youth, Santa Cruz County's leveraging of Adult Education is not only practical but necessary.

F. Vocational Rehabilitation

The Rehabilitation Services Administration (RSA) is committed to providing quality services to members of the local community. RSA staff members will be available to meet with potential clients for the Vocational Rehabilitation program. Staff members will be available to take client referrals, provide on-site orientations, and provide other services as needed.

Additionally, RSA staff members are available to provide youth with information regarding the RSA program. This includes taking referrals and facilitating orientations for youth interested in receiving services through RSA.

RSA works collaboratively with the Santa Cruz County One Stop Center by offering RSA clients that will be placed under Order of Selection (OOS) the option of being referred to the One Stop Center for employment related services.

The Santa Cruz County One Stop delivery system and Core Partners are committed to ensure the policies, procedures, program, and services are in compliance with the Americans with Disabilities Act of 1990 and its amendments, in order to provide equal access to all customers with disabilities.

The Vocational Rehabilitation (VR) Program provides a variety of services to individuals with disabilities, with the ultimate goal to prepare for, enter into, or retain employment.

Eligibility requirements for the VR program are as follows:

- Having a documented disability
- Having a disability which presents a barrier to employment
- Having the potential and desire to work
- Needing services in order to work

Based on individual needs and informed choice, eligible individuals may receive the following types of services:

- Assessment to determine eligibility and VR needs

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- Vocational guidance and counseling
- Training
- Work site evaluations
- Job development
- Job Placement services
- Rehabilitation technology services and devices
- Other support services

G. Carl D. Perkins Career and Technical Education Act of 2006

The President signed the Carl D. Perkins Vocational and Technical Education Act of 2006 into law on August 12, 2006. The new Act will provide an increased focus on the academic achievement of career and technical education students, strengthen the connections between secondary and postsecondary education, and improve state and local accountability.

As we continue to implement WIOA, we will increase our service delivery integration focus on career pathways industry approved certification, and work experience. Santa Cruz County Adult Education and Core Partners continue to align the Career and Technical Education Programs with the Santa Cruz County One Stop Center System Partners.

The Santa Cruz County Workforce Development Board and One Stop System Partners have embarked on the process to align the needs of employers with the services provided at the Santa Cruz County One Stop Center, thus aligning the industry in demand jobs in and outside Santa Cruz County with any combination of services needed by the job seeker. Including but not limited to:

- Education
- Industry Certification
- Career Counseling
- Training
- Support Services.

As discussed previously, we will focus on industry sector strategies in order for us to be successful and efficient in our service delivery and expenditures. We will continue to expand our contacts and working relationships with the industry representatives to gather information on current and future employment needs, specific educational and skill requirements, potential career pathways to ensure qualified individuals are matched with employment opportunities.

The Santa Cruz County Workforce Development Board has taken seriously the role of business convener and will expand the role by creating a special task force in the future.

H. Secondary and Postsecondary Education

Working with the consortium of the Innovation Frontier Southwest, composed of Cochise, Pima and Santa Cruz Counties the Youth Connect Grant from the US Department of Labor, Santa Cruz County has engaged the Secondary Schools and private businesses.

The Santa Cruz County Superintendent of Public Education, Nogales High School and Rio Rico High School established the *Metromatematicas* Teams which have been very

successful in their program combining education, industry practices, team building, interpersonal skills and efficiency models.

The Innovation Frontier Southwest Youth Connect held a Conference where the teams from the counties presented their projects on Tool Friendly Toolkits, Internships 101, Mentorship 101, and Externship 101. This program had extensive commitment from the schools business, students and parents. Many of the students spent weeknights and weekends researching, applying and presenting their projects.

The Youth Connects Program Internship 101 - A Business-Friendly Toolkit:

- Value-added internships require refined intern selection, proper planning, and an adequate, project oriented training period coupled with meaningful feedback opportunities.

The Youth Connects Program Mentorship 101 - A Toolkit for Career Pathways Mentoring:

- This toolkit is designed to support group mentorship events, which minimize the barriers to participation in mentor programs while maximizing the benefits of connection and opportunities youth gain from connecting with industry professionals.

The Youth Connects Program Externships 101:

- Externships 101 were created with the intent to help districts, schools & other organizations connect classroom learning to current industry practices. This toolkit is a how-to-guide for an adaptable educator externship program model.

In the Youth Connects program, Best Practices and Industry Feedback were presented at the conference and enthusiasm increased from the students, teachers, administrators, industry professionals and business owners.

Through the Santa Cruz County Provisional Community College District, we have established long-term relationships with Cochise Community College, Pima Community College and the University of Arizona. Long distance learning is available for any resident in Santa Cruz County. University of Phoenix, Grand Canyon University and other institutions that offer online classes may be accessed by the Santa Cruz County residents, provided they have quality accessible internet service.

Santa Cruz County has benefited from the linkages established under the WIRED Grant (discussed in Section III). The matriculation in one institution does not necessarily translate to equal transfer into another institution. Working with the WIRED Grant, higher education partners allowed for discussions and successful remedies to ensure transfer of credit from one institution to another.

In addition, transferring from a Community College did not guarantee that the University or College would accept your credit hours. In some cases, the University mandated additional classes to fulfill the degree plan. Degree Plans vary from one University to another, even between the three state Universities.

Post-Secondary education is provided by Vocational Rehabilitation when that is a minimum requirement for the employment position and meets the in-demand occupation requirement. Title II and Title IV will continue to participate in local outreach activities to enhance services. In order to avoid duplication of services, staff members meet to review and discuss the potential participant's service needs.

I. Transportation

Santa Cruz County has no county-wide public transportation. Most residents in Santa Cruz County rely on automobile transportation, either owned, shared, ride-share, motor-pool or taxi services. Private bus and taxi services are available. Shuttle service provides rides to and from the border at Nogales, Arizona to Tucson, Phoenix and Douglas. There is also bus service from Nogales, Arizona and into Mexico. There are two rental car agencies in Nogales, Hertz and Enterprise Rent-a-Car. With a Title I owned vehicle available, SCC Workforce Development employs a full time driver to provide transportation from specified start locations in the county for participants in a training provided by an ETP located outside the Santa Cruz County area. Supportive services for Title I participants in training locations outside of Santa Cruz County and providing their own transportation to and from training include a fuel allowance calculated by the number of miles traveled from their home to and from the training provider location and is based on the cost of fuel per gallon and miles per gallon the vehicle requires.

VI. ACCESS

A. Particularly eligible individuals with barriers

The Santa Cruz County Workforce Development Board works with the WIOA Core Partners by being a convener and collaborator, sharing promising practices, proven practices, evaluating and sharing the information as part of its commitment to continuous improvement. The Santa Cruz County has engaged in activities to provide comprehensive labor market information, educational attainment and skill levels of the workforce in Santa Cruz County to meet the specific needs of the employers and job seekers.

During our Santa Cruz County Workforce Development Board meeting we discuss the educational and skill requirements of our local labor market, current employers and future potential employers

Within the Santa Cruz County One Stop Center adult, youth, dislocated workers, individuals with barriers to employment and employer customers may avail themselves of services at the Santa Cruz County One Stop Center. Individuals with barriers include the following:

- Individuals with disabilities
- Low Income
- Ex-offenders
- Homeless
- Homeless with children
- English language learners, low level of literacy or facing cultural barriers
- Within two years of exhausting lifetime eligibility for TANF
- Long-term unemployed
- Single parents
- Eligible migrant and seasonal workers or
- Youth who have aged out of foster-care system

Access to services for individuals with barriers to employment will be expanded through outreach events attended by Core Partners and regular presentations at local educational institutions, behavioral health clinics, other community agencies, and faith based organizations.

B. Technology and through other means

The Santa Cruz County One Stop is committed to ensuring it is Universally Accessible. It is accessed by a diverse customer base. Job seekers with varying educational levels, work experience, cultures, English Language attainment, disabilities and support needs are served by the Core Partners. Our Adult, Dislocated Workers and

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Youth are served by the WIOA Core Partners. They may receive services from the Title IB programs, Title II Adult Education, Title III Employment Service and/or Title IV Rehabilitation Services.

Since the Core Partners are co-located the customer accessing the One Stop Services are served in a seamless customer centered manner. Our cross-training allows all Santa Cruz County One Stop Center staff to assist the individuals in a variety of ways with numerous tools, including the use of technology. Santa Cruz County One Stop Center also utilizes telephones, Internet, Skype or TTY as may be necessary to ensure services are provided. The cross-functional and customer –centric service delivery ensures we meet the commitment to Universally Accessible service.

In addition, the Santa Cruz County WIOA Core Partners have successfully collaborated in holding numerous community-based presentations, job-fairs and information seminars throughout Santa Cruz County. The collaboration between and among the Santa Cruz County WIOA Core Partners has ensured we increase our effectiveness and efficiency in leveraging our limited resources.

Access to the use of computers, fax, telephones and other specialized ADA compliant technologies are available at the Santa Cruz County One Stop Center. Job seekers may utilize the technology to:

- Gather local, state, regional or national Labor Market Information;
- Gather information on education and skills required for particular jobs;
- Gather information on jobs available/job search
- Prepare and submit job applications
- Prepare and electronically submit resumes
- Write and submit thank you letter to employers
- Take On-Line Tests that may be required by employers
- Access On-Line Tutoring and Long-Distance Classroom services; and
- Apply for Unemployment Insurance benefits.

The Santa Cruz County WIOA Core Partners' staff is ready to assist any customer in need of these services. Individuals seeking services at the Santa Cruz County One Stop Center may receive one-on-one or group orientation to ensure they are well informed on the services that are available at the One Stop Center.

Access to technology includes access to the Arizona Job Connection System and assisted technology.

The Santa Cruz County One Stop Center has been monitored and was found to be in compliance with all Americans with Disabilities Act (ADA) requirements.

C. Compliance with section 188

Santa Cruz County WIOA complies with Section 188 provisions of the WIOA, as follows:

1. Prohibition of discrimination regarding participation, benefits, and employment - Prohibitions against discrimination on the basis of age under the Age Discrimination Act of 1975 (42 U.S.C. 6101 et seq.), on the basis of disability under section 504 of the Rehabilitation Act of 1973 (29 U.S.C. 794), on the basis of sex under title IX of the Education Amendments of 1972 (20 U.S.C. 1681 et seq.), or on the basis of race, color, or national origin under title VI of the Civil Rights Act of 1964 (42 U.S.C. 2000d et seq.), programs and activities funded or otherwise financially assisted in whole or in part under this Act are considered to be programs and activities receiving Federal financial assistance.
2. Prohibition of discrimination regarding participation, benefits, and employment - No individual shall be excluded from participation in, denied the benefits of, subjected to discrimination under, or denied employment in the administration of or in connection with, any such program or activity because of race, color, religion, sex (except as otherwise permitted under title IX of the Education Amendments of 1972 (20 U.S.C. 1681 et seq.)), national origin, age, disability, or political affiliation or belief.
3. Prohibition on assistance for facilities for sectarian instruction or religious worship - Participants shall not be employed under this chapter to carry out the construction, operation, or maintenance of any part of any facility that is used or to be used for sectarian instruction or as a place for religious worship (except with respect to the maintenance of a facility that is not primarily or inherently devoted to sectarian instruction or religious worship, in a case in which the organization operating the facility is part of a program or activity providing services to participants).
4. Prohibition on discrimination on basis of participant status - No person may discriminate against an individual who is a participant in a program or activity that receives funds under this chapter, with respect to the terms and conditions affecting, or rights provided to, the individual, solely because of the status of the individual as a participant.
5. Prohibition on discrimination against certain noncitizens – Participation in programs and activities or receiving funds under this chapter shall be available to citizens and nationals of the United States, lawfully admitted permanent resident aliens, refugees, asylees, and parolees, and other immigrants authorized by the Attorney General to work in the United States.

In summary, Section 188 of the WIOA prohibits the exclusion of an individual from participation in, denial of the benefit of, discrimination in, or denial of employment, or in connection with, any program and activities funded or otherwise financially assisted under Title I of WIOA because of race, color, religion, sex, national origin, age, disability, political affiliation or belief and against beneficiaries on the basis of either citizenship/status or participation in a program or activity that receives financial assistance under Title I of WIOA.

Working with the co-located Santa Cruz County Core Partners, the Arizona Rehabilitation Services Administration staff ensures that the employment and training needs of individuals with disabilities are met. In addition, the Santa Cruz County Workforce Development Board works with the Core Partners to ensure that persons with disabilities are provided the educational and training services available. At any moment the Santa Cruz County One Stop Center staff is ready to assist any customer in need of the One Stop Center services.

The Santa Cruz County One Stop Center is ADA compliant with handicap accessible:

- Parking lot
- Entry doors
- Bathrooms
- Computers
- Fax
- Telephones
- Telephone typewriter (TTY) system
- Large font printed materials
- Adjustable desks
- Wheelchair accessible desks and
- Other specialized ADA compliant technologies.

The State of Arizona has monitored the Santa Cruz County One Stop Center and has found it to be in full compliance with ADA requirements.

WIOA applicants and/or participants may submit a discrimination complaint to the State of Arizona WIOA Equal Opportunity. Discrimination complaints may be sent directly to:

Santa Cruz County:

Belinda St. John
Santa Cruz County Workforce Development
610 North Morley Ave.
Nogales, AZ 85621
Phone: 520-375-7670

State of Arizona:

Lynn A. Nedella,
State WIOA Equal Opportunity Officer
4000 North Central Ave. Ste. 1550
Phoenix, AZ 85012 MD 5771
Phone: (602) 542-3957
Fax: (602) 542-2491
Email: LNEDELLA@azdes.go

US Department of Labor:

Naomi M. Barry-Perez, Director
Civil Rights Center (CRC)
US Department of Labor
200 Constitution Avenue NW
Room N-4123
Washington, DC 20210
Phone: (202) 693- 6500
Fax: (202) 693-6505
TTY: (202) 693-6516

i. The Santa Cruz County Workforce Development Board and Core Partners are committed to providing efficient, effective quality services to individuals with disabilities. As discussed above the Santa Cruz County Workforce Development Board complies with all WIOA, federal, state and local laws and policies relating to non-discrimination and equal opportunity.

In addition to meeting the requirements of the Americans with Disabilities Act of 1990 (42 USC 12101 et seq) WIOA Section 188 the Santa Cruz County Workforce Development Board adheres to the federal, state and local requirements and we incorporate non-discrimination and equal opportunity in all grant applications, awards, contracts and agreements.

ii. The Santa Cruz County Workforce Development Board is an appointed board and complies with all Santa Cruz County policies including:

- WIOA Section 188;
- Civil Rights Act of 1964, Title IV;
- Rehabilitation Act of 1973, Section 504, as amended;
- Age Discrimination Act of 1975, as amended;
- Education Act of 1972, Title IX; and
- State of Arizona Nondiscrimination Plan.

The State Nondiscrimination Plan describes the actions the state takes to ensure all Core Partners and WIOA Title I B financially assisted programs, activities and program operators are complying with the Equal Opportunity and non-discriminatory requirements of WIOA and its regulations.

iii. The State of Arizona Nondiscrimination Plan contains nine elements and describes the actions a Local Board takes to ensure that it's Title I financially assisted

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programs, activities, and recipients are complying, and will continue to comply, with the non-discrimination and equal opportunity requirements of WIOA and its regulations. The required elements are:

Element 1. Designated State and Local-level Equal Opportunity Officer (29 CFR 37.54 (d) (1) (ii))

Element 2. Notice of Communication (29 CFR 37.54 (d) (1) (iii))

Element 3. Review Assurances, Job Training Plan, Contract and Policies and Procedures (29 CFR 37.54 (d) (1) (i) and (d) (2) (i) (iii) and (iv))

Element 4. Universal Access (29 CFR 37.54 (d) (1) (vi))

Element 5. Compliance with the Rehabilitation Act of 1973 Section 504, as amended and 29 CFR Part 37 (29 CFR 37.54 (d) (2) (vi))

Element 6. Data and Information Collection and Maintenance (29 CFR 37.54 (d) (1) (iv) and (vi))

Element 7. Monitoring Recipients for Compliance (29 CFR 37.54 (d) (2) (ii))

Element 8. Complaint Processing Procedures (29 CFR 37.54 (d) (1) (vii))

Element 9. Corrective Actions/Sanctions Procedures (29 CFR 37.54 (d) (2) (vii))

iv. The Santa Cruz County One Stop Center has prominently displayed “Equal Opportunity Is the Law” posters and provides all individuals with information and forms regarding their rights and forms for them to use in case they need to file a complaint.

All the above information is also required to be posted and made available at all subcontractor sites.

The Santa Cruz County three-level discrimination complaint systems allow any complaint to be filed by WIOA applicants and/or participants. They may submit a complaint to the Santa Cruz County, State of Arizona or federal WIOA Equal Opportunity Officer. Discrimination complaints may be sent directly to:

Santa Cruz County:

Belinda St. John
Santa Cruz County Workforce Development
610 North Morley Ave.
Nogales, AZ 85621
Phone: 520-375-7670

State of Arizona:

Lynn A. Nedella,
State WIOA Equal Opportunity Officer
4000 North Central Ave. Ste. 1550
Phoenix, AZ 85012 MD 5771
Phone: (602) 542-3957
Fax: (602) 542-2491
Email: LNEDELLA@azdes.go

US Department of Labor:

Naomi M. Barry-Perez, Director
Civil Rights Center (CRC)
US Department of Labor
200 Constitution Avenue NW
Room N-4123
Washington, DC 20210
Phone: (202) 693- 6500
Fax: (202) 693-6505
TTY: (202) 693-6516

VII. EMPLOYER ENGAGEMENT

A. Economic Development Activities

The Santa Cruz County Workforce Development Board and WIOA Core Partners' staff have been actively working with the local Chambers of Commerce, Economic Development Organizations and local businesses. Working with the Merchant Wholesalers, Non-durable goods, Support Activities for Transportation and Warehousing and Storage industry sectors, educational institutions and local supportive partners is essential for the success of the Santa Cruz County One Stop System.

Below is an example of the opportunities offered by strategically working with the Santa Cruz County sector industries. The major sector industry is Merchant Wholesalers, Non-durable goods, herein referred to as the Produce Industry. The produce industry offers numerous opportunities for the Santa Cruz County One Stop System Partners for working with the industry representatives to identify current and future employee needs. In addition, as talents and qualifications are updated and further identified the WIOA Core Partners may refer or prepare individuals for employment in that industry. In Sections III and IV we have discussed the major industries and occupations in Santa Cruz County with the educational and skill requirements.

Recognizing that in addition to California, México is the top supplier of fresh fruits and vegetables to the United States. Nogales, Arizona has a long history as a port of entry. Annually, about 120,000 trucks and \$2.5 billion worth of Mexican produce crosses through Nogales (Pavlovich-Kochi 2013). This represents the highest tonnage entering the United States. Though other ports of entry have had major infrastructure improvements Nogales port of entry is dominant in:

- Tomatoes
- Cucumbers
- Peppers
- Squash
- Melons
- Watermelons
- Mangoes
- Grapes and more

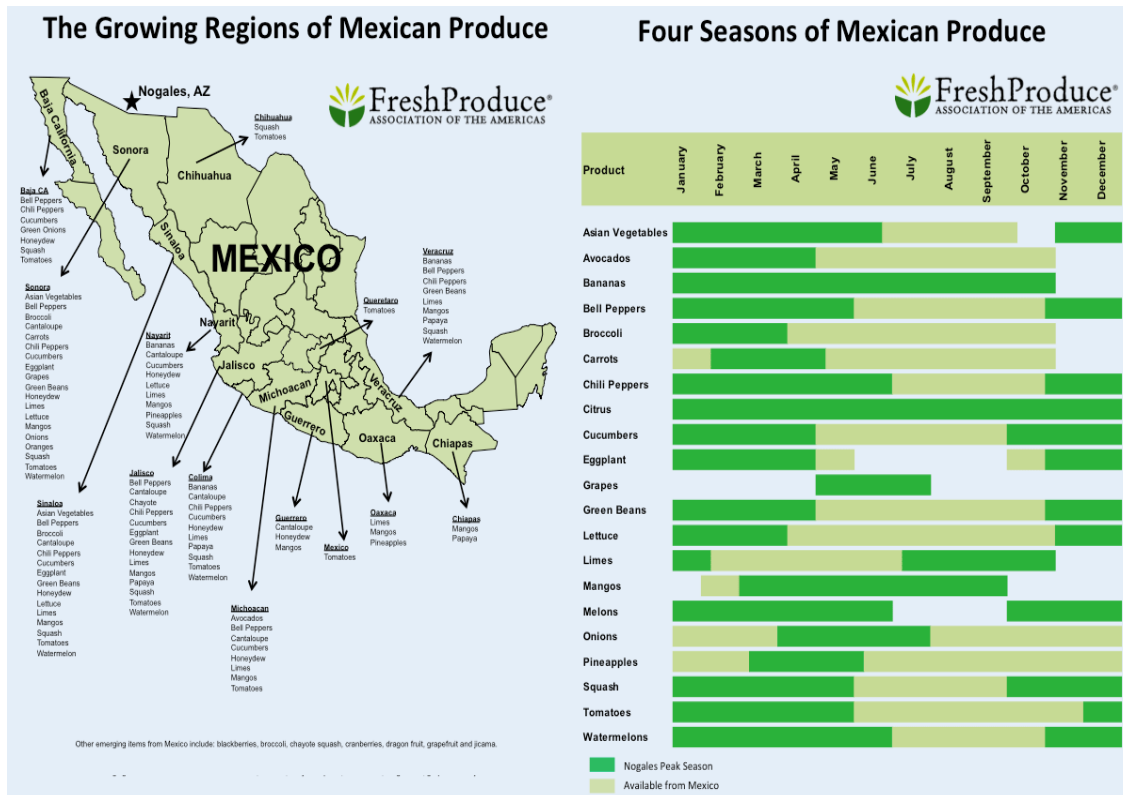
In particular, the economic history of Santa Cruz County with México is long and vital for the economic wellbeing of Santa Cruz County, indeed Arizona and the United States as a whole. Map 1 below illustrates the Produce Growing Regions Industry in México, much of which comes through Santa Cruz County and distributed all over the United States. In Section VII we discuss the produce sector industry in greater detail.

Nogales, Arizona has developed a strong competitive advantage with its network of brokers and distributors who organize customized solutions. They offer a particular

strength in “mixed load” shipments. Nogales is agile and efficient in leveraging a well-connected network of geographically clustered produce companies.

- **Map 1**

- **Growing Regions of Mexican Produce**



Source: Nogales Santa Cruz County Economic Development Foundation

Nogales, Arizona has the infrastructure, personnel and experience to support the fresh produce industry include:

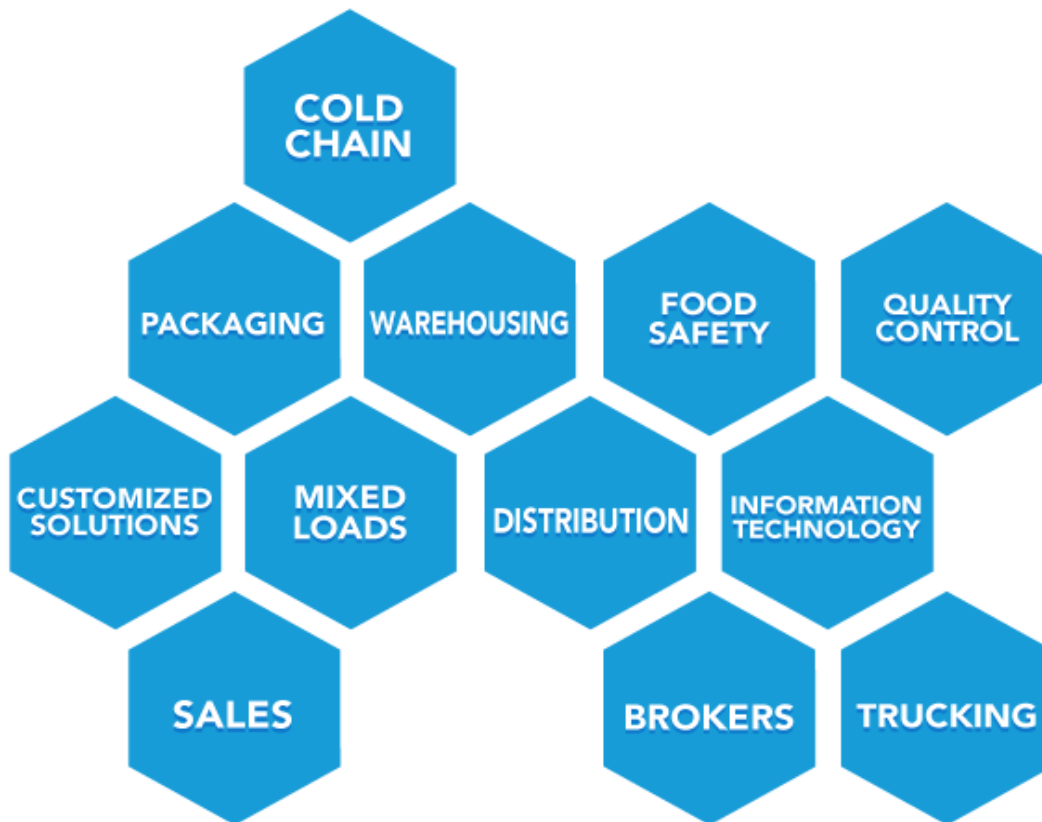
- Sales and distribution
- Customs brokerage services
- Warehousing and repackaging and
- Freight forwarding.

Fresh produce generally requires cold storage and trucking in many cases with specialized warehouses and refrigerated container units for trucking. Innovations and strengths in Nogales, Arizona’s “cold chain” that support fresh produce include food safety, quality control, warehousing, packaging, distribution and customer focus. Perishable goods and a limited amount of processed food (Pace Picante sauce,

Campbell's soup) move primarily north, but crops such as Washington apples ship southbound at a rate of 40-50 trucks a day in season. 15 percent of California grapes go through Nogales to Mexico in season, along with items such as seeds and beef.

Figure 16

Cold Chain: Fresh Produce Industry



Source: Nogales-Santa Cruz County Economic Development Foundation, *Ambos Nogales*

Distribution:

More than 85 produce distributors owned and operated by families are located in Nogales, Arizona, with a commitment to food safety which is monitored and verified by 3rd party audits. These distributors have been recognized for provide the highest level of quality and food safety to their customers.

Packaging:

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The produce distributors have constantly innovated and evolved to obtain supplies of fresh, safe, flavorful, high-quality produce year round. Through coordination and innovation produce distributors have been on the cutting edge in electronic traceability in the supply chain via the Produce Traceability Initiative. Such innovations have yielded end-to-end visibility of produce from field to packing house to retailer to table.

Warehousing:

Innovations in cold storage warehousing, with new local investment, is driving Nogales' competitiveness. Several innovations in cold storage and joint use of warehousing space with the use of a multi-user bar-code-based warehouse facility have taken place. Independently certification of food safety has allowed global produce operations to leverage warehouses for in and out, on-site inspections, consolidation and transportation.

Sales/Marketing:

Recently a \$6 million, 90,000 sq. ft. warehouse and office headquarters facility was completed by a Mexico-based parent company for its United States marketing arm. It opened in February, 2015.

Customs Brokers:

Custom house brokers offer importing and exporting services to and from Mexico. Several dozen brokerages deal with agricultural goods as they head south to México. Most are members of the Nogales United States Customs Brokers Association which organization ensures border commerce needs are heard locally and nationally. Nogales' customs expertise is based on long-term, solid relationships with both state and federal regulatory bodies in the region.

Trucking:

There have been a lot of changes in the logistics industry. Rail was used early for shipping goods, but with the rise of interstate highways in the 1950's, trucking costs dropped, and commercial trucking dominated. In the 1970's, there was innovation in shipping commercial trailers on trains (piggy back trains), up until the 1990's, when the industry went solidly to truck. Infrastructure needed was a crane, cold storage, and a flatbed.

Seasonal Produce:

Unlike manufacturing, produce is seasonal, with most activity during the winter and spring months.

B. Sector Strategies

Santa Cruz County has a vibrant Merchant Wholesalers, Non-durable goods, Support Activities for Transportation and Warehousing and Storage industry sectors. We have discussed (in previous sections) these Industries and Occupations in great data-based detail provided by the Arizona Office of Economic Opportunity. The Tourism and Health-Care Sectors will also be targeted as we continue to implement the Sector Strategies.

Santa Cruz County One Stop System has had a long history of successful healthcare training initiatives and partnerships with local healthcare providers. We expect to continue to partner to ensure our job seeking customers are successfully acquire the skills necessary and are placed in healthcare occupations with high-wage and long-term career ladder opportunities.

With the advent of new technologies in the healthcare industry and incentives to utilize technology to increase efficiencies and cost-savings in the healthcare industry, we are discussing the labor needs in the healthcare and healthcare technology arena. As these discussions continue, we will expand the dialogue to include the secondary-schools, post-secondary schools and private training providers.

It is critical that we communicate with the businesses in the healthcare industry to ensure we properly assess, train, refer and place qualified individuals in positions with high-wage and career ladder opportunities. With the joint collaborative efforts, our mutual chances of success are increased. As part of the Sector Strategies, Santa Cruz County intends to utilize the incumbent worker training strategy

Santa Cruz County will also continue to develop and implement proven or promising strategies for meeting the employment and skill needs of workers and employers, such as, the establishment of industry and sector partnerships, that provide the skilled workforce needed by employers in the region, and that expand employment and career advancement opportunities for workforce development system participants in the identified in-demand industry sectors or occupations.

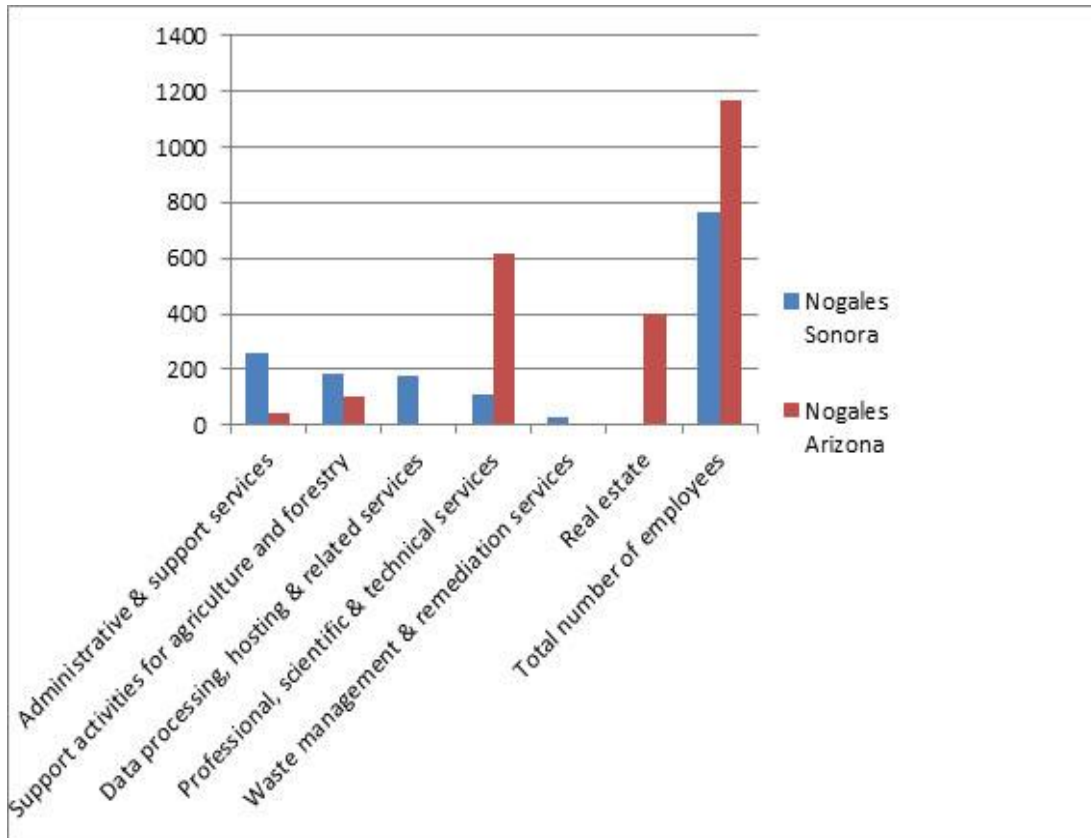
In this Santa Cruz County Plan, we argue that Nogales, Arizona has an inseparable relationship and interconnectedness to the Nogales, Sonora and interior México economy. From a study done by the University of Arizona Eller Economic and Business Research Center, *Ambos Nogales*, we have data that confirms this. This phenomenon is explained by analyzing the Manufacturing Sector.

In reviewing the Maquiladora Industry and analyzing the symbiotic relationship in employment type distribution between Nogales, Arizona and Nogales, Sonora, hence the “Ambos Nogales” reference is very appropriate. We can clearly see the relationship. Figure 17 illustrates the occupations in both sides of the border.

We see that Nogales, Arizona has a large number of individuals who support the Maquiladora industry. This is particularly true for the professional, scientific and technical services jobs.

Figure 17

Ambos Nogales: Employment in Service Industries Related to Maquiladora Sector



Source: Index Nogales, Asociación de Maquiladoras de Sonora, A.C. (included are both members and non-members); for Nogales, Arizona employment from IMPLAN model of Santa Cruz County.

In Table 21, Direct Impact of Maquiladoras-Related Export Activities, we see the direct impact of the Maquiladora Sector on jobs, wages and outputs (In Dollars). Approximately 1,140 jobs in Santa Cruz County are created by the Maquiladora Sector with wage figure of \$46.4 million USD and direct output in Santa Cruz County of \$206.8 million USD.

Table 21

Direct Contribution of Maquiladora-Related Export Activities				
Export activity	% Export Related	Jobs	Wages \$ millions	Output \$ millions
Manufacturing	100.0	499.0	21.3	141.5
Services	11.3	641.0	25.1	65.3
Total		1,140.0	46.4	206.8
% of Santa Cruz County		6.30%	6.10%	10.50%

Source: IMPLAN model of Santa Cruz County.

A secondary impact is felt in Santa Cruz County which is generated by purchases from businesses for goods and services. The additional, secondary economic impact is estimated to be 636 additional jobs, \$22.2 million USD in wages and \$98.2 USD in output (Table 22).

When we combine the direct and indirect (secondary) impact of the Maquiladora Industry, we have a total of 1,776 jobs, \$68.6 USD in wages, and output of \$304 million USD.

Table 22

Total Economic Impact of Maquiladora-Related Export Activities in Santa Cruz County			
	Jobs	Wages in \$ millions	Output in \$ millions
Direct	1,140	46.4	206.8
Secondary (Indirect & induced)	636	22.1	98.1
Total	1,776	68.5	304.9
% of Santa Cruz County	9.8%	8.9%	15.6%
Composite multipliers	1.558	1.477	1.474

Source: IMPLAN model of Santa Cruz County.

C. Engagement of Employers

Santa Cruz County Board of Supervisors in partnership with the Santa Cruz County Workforce Development Board will continue to promote business representation, particularly representatives with optimal policymaking or hiring authority from employers whose employment opportunities reflect existing and emerging employment opportunities in the region, on the local board.

Santa Cruz County Workforce Development Board will continue to develop effective linkages, including the use of intermediaries, with employers in the region to support employer utilization of the local workforce development system and to support local workforce investment activities.

The Business Services Team consists of staff from the Core Partners in the Santa Cruz County One Stop Center System and Partner programs. They offer services to new and existing business and industry that help address employer needs.

Team members provide community outreach through participation in Chamber of Commerce Events, Economic Development Events, and local county/city activities. The Business Services Team members work closely with economic development agencies and businesses to maintain a proactive approach to ensure employment and economic growth in Santa Cruz County. Additional services that the business services team can provide employers include:

1. Job Hiring Events
2. Labor Market Information
3. Listing job openings on the Arizona Job Connection
4. Locating qualified job applicants for employers; vetting applications and resumes
5. Provision of specialized assessments for job seekers and employers
6. Rapid Response Services
7. Space for job interviews and/or interviews via video conferencing
8. Training Services Information

D. Meeting Needs of Employers

Santa Cruz County Workforce Development Board will continue to ensure that workforce investment activities meet the needs of employers and support economic growth in the region, by enhancing communication, coordination, and collaboration among employers, economic development entities, and service providers.

The Santa Cruz County One Stop Center employer services offered by the Core and Supportive Partners may include:

- Employer needs assessment evaluates employer needs, particularly future hiring and talent needs;
- Job Posting consists of receiving and filling of job openings, searching resumes; providing access to a diverse labor pool;
- Applicant pre-screening consists of assessing candidates according to the employer's requirements and hiring needs; referring candidates based on their knowledge, skills, and abilities relative to the employer requirements;
- Recruitment Assistance is conducted by raising awareness of employers, job seekers, and attracting individuals to apply for employment at a hiring organization. Specific activities may include posting of employer announcements, provision of job applications, and hosting job hiring events, mini-recruitments, and mass recruitments;
- Labor Market Information is access to information on labor market trends, and other data related to the economy, wages, industries, etc.;
- Employer Referral System is a provision of information on topics of interest to employers such as services available in the community, local training providers, federal laws and requirements, tax information, and apprenticeship programs; and
- Rapid Response is an activity that involves a "rapid response" team of specialists whom, upon becoming aware of a substantial layoff or projected closure, will make contact with the affected employer within 48 hours or less upon notification. Information is provided to affected employers in order to facilitate access to available programs and services offered through the Local One Stop delivery system.

E. Special Services to Employers

The Santa Cruz County One Stop Center Business Service Team will be composed of the Santa Cruz County One Stop Career Center Business Services Manager, the local Veteran Employment Representative (LVER) and the DES ES Business Services Representative/Supervisor. Other partners may be added as the Business Team is developed and implementation of the Santa Cruz County WIOA Plan is implemented. They will work jointly to provide the business service activities. By working together, the joint effort allows for maximum use of limited resources and the business owners or business managers are not provided repeatedly with the same information or visited by several individuals.

The joint effort will allow the staff an opportunity to strengthen the relationships with the business community. Ongoing work with the local employers is further strengthening the relationships. Job placements, On the Job Training and internships are currently in place with the major employers, such as, the Mariposa Community Health Center and Carondelet Holy Cross Hospital.

Santa Cruz County One Stop Career Center Business Team may add a partner focused on business, well versed in business outreach, business assessment, business employer needs and employer worker needs. Santa Cruz County will functionally align business services through the creation or enhancement of Santa Cruz County Business Service Teams that will support an integrated approach to helping our employers.

As noted above, the Santa Cruz County Business Service Team will be composed of the WIOA Core Partner staff persons: Adult, Dislocated Workers' Program, Local Veteran Employment Representative, State DES ES Business Services Representative/Supervisor and others. The Santa Cruz County Business Team will develop a plan to move toward a single point of contact for a business customer and provide a tiered approach to recruitment, screening, assessment and referral that meets the needs and expectations of its business customers.

The Santa Cruz County Business Service Team may seek training and technical assistance to help with the transition to a more integrated approach to assisting our businesses develop job opportunities, grow and prosper. It must be noted that WIOA funds are not allowed for economic development purposes and Santa Cruz County Board of Supervisors and Santa Cruz County Workforce Development Board will not place themselves in a position where disallowed costs will be incurred.

The Santa Cruz County Business Service Team training may include skill development in the areas of Sales Techniques, Conflict Resolution, Service Mapping, and Customer Service. Team members may spend time understanding the services provided by each Core Partner agency and the details associated with target populations, eligibility, specific activities, cost factors, and access of each service depending on staffing and budgetary constraints. WIOA Core Partners will recommend and attend appropriate training sessions to increase their skill levels.

Santa Cruz County Workforce Memorandums of Understanding addresses how coordination will occur between each Partner and their subject matter experts. Through its single-point of contact approach, business customers may be able to work with one representative that will be their primary resource and will facilitate securing the subject matter expertise of all of the services from other agencies that an employer needs. This will assist employers through the maze of available resources.

Santa Cruz County Business Service Team may provide a customer flow chart reflecting the procedure to assist a hiring employer recruit from targeted groups that are trained and currently underutilized:

Special services that the business services team can provide employers include:

- Job Hiring Events
- Labor Market Information
- Listing job openings on the Arizona Job Connection

- Locating qualified job applicants for employers; vetting applications and resumes
- Provision of specialized assessments for job seekers and employers
- Rapid Response services
- Space for job interviews and/or interviews via video conferencing
- Training Services information

F. Linkage to Unemployment Services

The Santa Cruz County Workforce Development Board has continuously worked to ensure a seamless, effective and efficient service is provided to our One Stop System customers. Thus, when a job seeker customer makes contact with our workforce system we take proactive action and ensure that if the individual may be eligible for Unemployment Insurance we make every effort to assist in submitting an application for benefits.

Our DES Partners have been very active in training, streamlining and upgrading all Unemployment Insurance claims services and applications remotely via internet or at the One Stop Center. The individual applicant has been afforded the ease of applying a UI claim by the advancements of technology.

The Santa Cruz County One Stop System Partners will continue to have meetings to continuously improve services to our customers. Cross-training and discussions on improving customer services provided by the One Stop System will ensure the seamless, effective and efficient services to the UI customers.

To comply with WIOA 134 (c)(2) and CFR 463.430 the Santa Cruz County will ensure that:

- Basic career services are made available are consistent with allowable program activities and Federal cost principles;
- Individualized career services are made available if determined to be appropriate in order for an individual to obtain or retain employment and be consistent with program requirements and Federal cost principles; and
- Follow-up services are provided, as appropriate, including: Counseling regarding the workplace, for participants in adult or dislocated worker workforce investment activities who are placed in unsubsidized employment, for up to 12 months after the first day of employment.

While it is important to ensure potential UI benefits are secured we also focus on additional services, as noted above, that the UI claimant may avail him/herself at the One Stop. Therefore, our staff is trained to provide additional information regarding:

- Employment opportunities
- Labor market information

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- Job search workshops
- Interviewing skills
- Resume writing
- On the Job Trainings and
- Training

The Santa Cruz County Workforce Development Board will ensure:

- Cross-training and collaboration of the Core Partner staff at the One Stop Center
- Core Partner staff provide information and assistance to UI Customers beyond filing a claim to ensure they become self-sufficient
- Ensure all One Stop System Partners are informed of all UI services improvement strategies and/or service models.

Unemployment Insurance Compensation collects and provides information on filing claims for state benefits payments that protects individuals from economic insecurity while conducting job searches. Claims may be filed on-line at www.azui.com. UI information is also available at the ARIZONA@WORK Santa Cruz County One Stop delivery system.

VIII. PROGRAM AND SERVICE DELIVERY

A. Adult and Dislocated Workers

Services provided through the Santa Cruz County One Stop delivery system by the Core Partners are:

Basic Career Services includes self-help services requiring minimal staff assistance.

1. Eligibility Determination is the process of obtaining and documenting information about an individual's circumstances and comparing that information with the criteria set by an agency or program to decide if the individual qualifies for participation.
2. Outreach and Intake Activities - involve the collection, publication, and dissemination of information and orientation on program services available and directed towards jobless, economically disadvantaged, and other individuals.
3. Initial Assessment – assessment of skills level, literacy numeracy and English language proficiency, as well as aptitudes, abilities, skills gaps, and supportive service needs.
4. Job Search - assists an individual to seek, locate, apply for, and obtain employment. It may include but no limited to:
 - Provide Labor market Information
 - Resume development
 - Job Development
 - Rapid Response
 - Re-employment services such as:
 - Orientation
 - Skills determination
 - Pre-lay off assistance
5. Placement Assistance - helps people to identify and secure paid employment that matches their aptitudes, qualifications, experience, and interests.
6. Career Guidance facilitates exploration of occupational and industrial information that will lead to a first, new, or a better job for the individual.
7. Employment Labor Market Information is collected on Santa Cruz County labor force, industry sectors, occupations, employment projections, wages and other important labor market and economic data. Information on non-traditional employment. Provide information on local, regional and national labor market areas, including job vacancies, job skills necessary and demand occupations.
8. Performance information and Costs – of training with eligible training services by program and type of providers.
9. Local Area Performance – on local Accountability Measures and other information on the One Stop Delivery System.

10. Referrals and Coordination – of activities with other programs and services, including those with in the Santa Cruz County One Stop System. When appropriate with other workforce programs in Santa Cruz County. Assistance in establishing eligibility for programs, financial assistance for training and education programs not provided by WIOA.
11. Supportive Services Information - collects and provides information on services such as transportation, childcare, and needs related payments that are necessary to enable an individual to participate in employment and training activities.
12. Unemployment Insurance Compensation - collects and provides information on filing claims for state benefits payments that protects individuals from economic insecurity while conducting job searches. Claims may be filed on-line or at the ARIZONA@WORK Santa Cruz County One Stop center.
13. Orientation - whether offered in a group setting, one-on-one, or electronically, is the process of providing broad information to customers in order to acquaint them with the services, programs, staff and other resources at the ARIZONA@WORK Santa Cruz One Stop delivery system, or affiliate locations.

Individualized Career Services - Services requiring more staff involvement are generally provided to individuals unable to find employment through basic career services, and deemed to be in need of more concentrated services to obtain employment; or who are employed but deemed to be in need of more concentrated services to obtain or retain employment that allows for self-sufficiency.

1. Comprehensive and Specialized Assessment – of skill levels and service needs of adults and dislocated workers, may include diagnostic testing, other assessment tools, in-depth interviewing, evaluation of employment barriers and appropriate goals.
2. Individual Employment Plan - is the documentation process that occurs with individuals to identify their employment goals, appropriate achievement objectives, and the appropriate combination of services that will help the individual achieve those goals.
3. Individual or Group Counseling and mentoring.
4. Career Planning.
5. Short-Term Pre Vocational Services – include development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills and professional conduct in preparation for unsubsidized employment.
6. Internships and Work Experience with goal of career pathways.
7. Work Preparation – assists individual job seekers to acquire any of the following: basic skills, academic skills, critical thinking skills, digital literacy skills, self-management skills, competency in using resources, using information, working with others, understanding systems, and obtaining skills necessary for successful transition into and completion of post-secondary education, or training or unsubsidized employment.
8. Financial Literacy.

9. Out of Area Job Search – assistance in searching for employment in other areas and relocation assistance.
10. English Language Acquisition.

B. Rapid Response

Rapid Response is an activity that involves a “rapid response” team of specialists whom, upon becoming aware of a substantial layoff or projected closure, will make contact with the affected employer within 48 hours or less upon notification. Information is provided to affected employers in order to facilitate access to available programs and services offered through the Local One Stop delivery system.

Santa Cruz County One Stop Center is a part of the State of Arizona Rapid Response Team established to assist employees and employers impacted by a plant closure, mass layoffs, reduction in-force or natural disaster. The State Rapid Response Team may receive a Worker Adjustment and Retraining Notification Act (WARN) or Trade Adjustment Assistance Act notice. These notices trigger a coordinated Rapid Response with the local WIOA area affected.

If a notice to the state is not required the Rapid Response Team may be activated when it is informed by any source such as an employer, employee, newspaper or television or other media newscast. The affected business and workers are informed of the potential services and funding available to ensure the retraining or placement into other jobs, other businesses or communities.

The Santa Cruz County Rapid Response Team is made up of the Santa Cruz County WIOA Core Partners and any other appropriate service agency as needed. The mission of the Santa Cruz County Rapid Response Team is to decrease worker dislocation and ensuring a quick return to meaningful employment with career-path advancement.

Activities of the Rapid Response Team include the following:

Receipt of layoff or plant closure by Santa Cruz County One Stop System Partners or State of Arizona triggers contact with the affected business within 48 hours of being notified. Meetings are set up with the employer and labor unions affected. An appointment is made to provide a brief description of the Rapid Response activities and services that may be provided.

In discussions with the company representatives it is important to determine the reasons for the layoffs or plant closure to determine if any technical assistance may be provided and initiate layoff aversion strategies, which may include:

- How layoff may be prevented
- Coordination and linking with economic development organizations

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- Setting up meetings with labor unions and company employees to provide information on
- Help in setting up labor-management committees
- Set up communication methods to keep everyone informed
- Offer Pre-Layoff Workshops
- Provide information on Unemployment Insurance benefits
- Offer workshops for labor market information, employment opportunities, training, upgrade training, education and supportive services
- Offer career counseling, education classes and English Language Learner classes
- Linking affected workers with various local services offered by Non-Profit and Faith-Based Organizations.

The Rapid Response Team offers seamless targeted services to the business and workers affected by layoffs and/plant closure. As required by the Santa Cruz County Workforce Development Board all Rapid Response activities must include strategies for leveraging One Stop System Partner resources, as well as community resources.

By working with the company and its employees the Rapid Response Team is able to identify education and skills levels. If layoffs are not averted the Rapid Response Team may assist in identifying industries and occupations in the region that may benefit from the education and skilled levels of the workforce being laid off. In some cases the laid off individuals may receive educational and/or specific training for other employment opportunities available in the regions.'

Specific services to employers may include:

- Information on tax incentives
- Support from professional organizations
- Labor market information
- Business loan opportunities
- Connecting and working with industry organizations
- Linking with the Service Corps of Retired Executives (SCORE)
- Securing mentoring or professional support from AARP
- Training funds availability
- Linking with Economic Development organizations
- Linking with the Arizona Commerce Authority and
- Linking with the US Small Business Administration.

In keeping with the spirit of the ARIZONA@WORK model all activities are coordinated with local and state Rapid Response teams.

C. Youth

In reviewing the WIOA and Draft Regulations the Santa Cruz County Workforce Development Board began the process of developing a WIOA Youth Services Request for Proposals (RFP). A Youth Services RFP committee was established. The Committee reviewed In-School and Out-of-School Service requirements and began to develop a RFP package with Scope of Services, time frames, applicant qualifications and other requirements for the RFP.

As the RFP was ready to be released guidance was received from DOL and the State of Arizona that the Workforce Development Board could directly provide the Youth services. Given the lack of local youth services providers in Santa Cruz County the Workforce Development Board Youth Services Committee voted to recommend direct service delivery of all Youth Services.

The Santa Cruz County Workforce Development Board at its regularly scheduled meeting discussed the agenda item, Youth Services Committee recommendation to directly provide the Youth Services. The Workforce Development Board voted to approve the Youth Services Committee recommendation.

In Santa Cruz County, the WIOA Core Partners work diligently to do outreach, inform, and recruit special populations, which include individuals with disabilities and individuals lacking English Language skills. The Core Partners working together as a team offer seamless services in the form of recruitment and referral for these individuals.

The DES Rehabilitation Services Administration housed in the Santa Cruz County One Stop is an invaluable Core Partner in providing information, cross training One Stop Center staff, recruiting and referring individuals with disabilities.

WIOA Core Partners work closely with all Santa Cruz School Districts, School Counselors, parents, Non-Profit Organizations, Faith Based Organizations, business organizations and law enforcement agencies to inform and identify individuals that may be enrolled in the Santa Cruz County Youth Services Programs.

Santa Cruz County One Stop will provide services to In-School and Out-of-School per the youth program elements described in WIOA Section 129 (c) (2). In order to support the attainment of a secondary school diploma or its recognized equivalent, entry into postsecondary education and career readiness for participants shall provide elements consisting of:

1. Tutoring, study skills training, instruction, and evidence-based dropout prevention and recovery strategies that lead to completion of the requirements for a secondary school diploma or its recognized equivalent (including a recognized certificate of attendance or similar document for individuals with disabilities) or for a recognized postsecondary credential.

Santa Cruz County One Stop Center may provide the following:

A. Participant services

- Tutoring
- Skills Training
- Instruction
- Evidence-Based Dropout Prevention and Recovery Strategies
- Scheduled sessions for youth tutoring
- Individualized instruction based on the needs of the youth and
- Incentivize youth's participation in the program

B. Professional Qualifications

- Individuals with Arizona Teaching Certificate or
- Industry recognized credentials, or
- Possess experience in the delivery of tutoring services.

C. Goals:

- Increase grade level or educational functioning level (EFL) in a specific academic skill area.
- Attain high school credit(s)
- Attain a high school diploma or GED.
- Reduce dropout rates/increased retention of youth who are at high risk of dropping out.
- Increase school attendance/Decrease truancy rates.
- Decrease suspensions and expulsions.
- Increase the number of youth meeting short-term, retention-related goals (attending school for three weeks with no absences or suspensions, for example).
- Increase participation in extra-curricular activities.
- Placement in an alternative education programs for youth who are at risk of suspension or expulsion.

2. Alternative secondary school services, or dropout recovery services

Santa Cruz County One Stop may provide the following:

A. Participant Services

- Alternative Secondary School Services that provide specialized, structured curriculum inside or outside of the public school system which may provide work/study and/or academic intervention for students with behavior problems, physical/mental disabilities, who are at-risk of dropping out, who are institutionalized or adjudicated youth and/or youth who may be in foster care and are residing in an institution.

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- Dropout Recovery Services: identify, engage, and re-enroll students who have already left school so they can return to earn a high school diploma.

B. Professional Qualifications

- To be classified as an alternative school or alternative course of study for WIOA purposes, a specialized structured curriculum is required that is clearly distinguishable from the regular curriculum offered to students in corresponding grades or classes. Additionally, for WIOA purposes, an alternative school must be approved by the Arizona Department of Education before students may be reported as attending an alternative school.

C. Goals

- Reduce dropouts and ensure completion of secondary education.
 - Provide an individualized approach based on youth's individual needs.
 - Placement in an alternative education program for youth who have been suspended, expelled, or dropped out.
 - Increase grade level or educational functioning level (EFL) in a specific academic skill area.
 - Attain high school credit(s).
 - Attain a high school diploma or GED.
 - Increase school attendance.
 - Decrease truancy rates.
 - Decrease suspensions and expulsions.
 - Increase in number of youth meeting short-term, retention-related goals (attending school for three weeks with no absences or suspensions, for example).
 - Increase participation in extra-curricular activities
3. Paid and unpaid work experiences that have as a component academic and occupational education, which may include--
- i. summer employment opportunities and other employment opportunities available throughout the school year
 - ii. pre-apprenticeship programs
 - iii. internships and job shadowing; and
 - iv. On-the-Job training opportunities.

Santa Cruz County One Stop may provide the following:

A. Participant Services

- Paid and unpaid work experience that have as a component academic and occupational education which may include summer employment opportunities, pre-apprenticeship programs, internships and job shadowing, and on-the-job training opportunities focused on the following

Industry Clusters: Healthcare, Construction, Solar, Sustainable and Green Manufacturing, and Transportation, Logistics and Warehousing.

- Paid and unpaid work experience that is planned, structured learning opportunities in a workplace for a limited period of time. This element is designed to enable youth to gain exposure to the world of work and its requirements and may include internships and job shadowing.
- Contractors shall develop work experiences that help youth acquire the personal attributes, knowledge, and skills needed to obtain a job and advance in employment. Work experiences can provide the youth participant with opportunities for career exploration and skill development not exclusively to benefit the employer. Work experience shall be focused on Santa Cruz County County's high-demand occupations and industry clusters.

B. Professional Qualifications

- Businesses that are selected for youth to perform paid and unpaid work experiences must be licensed by the State of Arizona.

C. Goals

- Develop and place youth in work experience opportunities in high-demand occupations.
- Measurable improvement in participant's knowledge of career opportunities.
- Measurable improvement in participant's knowledge of work readiness skills.
- Measurable improvement in participant's knowledge of personal finance.

4. Occupational skills training, which shall include priority consideration for training programs that lead to recognized postsecondary credentials that are aligned with industry demand industry sectors or occupations;

Santa Cruz County One Stop may provide the following:

A. Participant Services

- Should be focused on Santa Cruz County County's high-demand occupations and industry clusters and should be considered the priority when determining the appropriateness of the need for Occupational Skills Training.
- Occupational skills training constitutes an organized program of study that provides specific vocational skills that lead to proficiency in performing actual tasks and technical functions required by certain occupational fields at entry, intermediate, or advanced levels.

B. Professional Qualifications

- Training providers and programs must be on Arizona Department of Economic Security's Eligible Training Provider List (ETPL) in order to be eligible to receive WIOA funds for training services.

C. Goals

- Completion rates at or above industry recognized standards.

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- Industry recognized licensure and/or certification rates at or above industry standards.
 - Improve participant's skills necessary to enter or advance in a specific occupation.
5. Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation cluster;

Santa Cruz County One Stop may provide the following:

A. Participant Service

- Education offered concurrently with workforce preparation that will integrate basic skills and professional technical skill instruction to a pathway that leads to post-secondary degrees and/or career certifications.

B. Professional Qualifications

- Individuals must hold a current Arizona Teaching Certificate or industry recognized credentials, and possess experience in the delivery of educational services.
- Organizations, including public, government agencies, community-based organizations, locally or state funded public educational institutions, or institutions of higher education recognized by the Arizona Department of Education than can demonstrate the capacity to provide the specific services requested.

C. Goals

- Increase participant's rate of employment.
- Increase participant's level of work readiness skills.

6. Leadership development opportunities, which may include community service and peer-centered activities encouraging responsibility and other positive social and civic behaviors, as appropriate;

Santa Cruz County One Stop may provide the following:

A. Participant Services

- Leadership development require of activities that encourage responsibility, employability, career awareness, professional communication, and becoming productive citizens.

B. Professional Qualifications

- Service Providers must possess industry recognized credential(s) with relevant education, experience and training to effectively deliver the service.

C. Goals

- Develop leadership skill sets to reduce delinquency.
- Increase community involvement.
- Increase employability and positive social behaviors.

Supportive services

Santa Cruz County One Stop may provide the following:

A. Participant Services

- Supportive services consist of services necessary to remove barriers for program participants. Supportive Services may include financial or non-financial assistance provided for personal needs and to enable the participant to continue training, retrain or obtain employment. Program staff shall assess program participants and determine the type of support services needed.

B. Professional Qualifications

- Service Providers must possess relevant education, experience and training to effectively deliver the service.

C. Goals

- Provide support services to participants to encourage successful program completion.
- Deliver support services effectively and efficiently.
- Provide support services that are appropriate and justified.

7. Adult mentoring for the period of participation and a subsequent period, for a total of not less than 12 months;

Santa Cruz County One Stop may provide the following:

A. Participant Services

- Adult Mentoring is a one-to-one supportive relationship between an adult and a youth that is based on trust.
- High-quality, adult mentoring programs include a culturally-connected role model who builds a working relationship with youth and fosters the development of positive life skills.

B. Professional Qualifications

- Mentors must have experience or be trained in mentoring youth
- Possess industry recognized credential(s) with relevant education
- Have experience and training to effectively deliver the service.

C. Goals

- Measurable improvement in the youth's knowledge of their education and/or career objectives.
- Improve participant's community engagement.
- Improve problem-solving skills.

8. Follow-up services for not less than 12 months after the completions of participation, as appropriate

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Santa Cruz County One Stop may provide the following:

A. Participant Services

- Follow-up services ensure continuity of services and progress towards achievement of participant's goals and performance outcomes by monitoring youths' success during their transition to employment and further education.
- Follow-up services provided must be based on the needs of the participant. Follow-up Services are mandatory based on WIOA regulations and they are conducted after a participant has been exited from WIOA activities.

B. Professional Qualifications

- Service Provider(s) must possess industry recognized credential(s) with relevant education, experience and training to effectively deliver the service.

C. Goals

- Engage and retain youth in achieving their education and employment goals.

9. Comprehensive guidance and counseling, which may include drug and alcohol abuse referral, as appropriate;

Santa Cruz County One Stop may provide the following:

A. Participant Services

- Comprehensive guidance and counseling is a process of helping youth make and implement informed educational, occupational, and life choices.

B. Professional Qualifications

- Counseling services shall be provided by a licensed Master's level person or a more qualified professional who has experience providing comprehensive guidance and counseling.

C. Goals

- Successfully address concerns related to substance abuse.
- Successfully address concerns related to behavioral health.
- Successfully address concerns related career and education.

10. Financial literacy education;

How proposer will implement and provide the following:

A. Participant Services

- Financial literacy education is education involving the knowledge, understanding, and skills to make effective and informed money management decisions.

B. Professional Qualifications

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- Service Provider(s) must possess industry recognized credential(s) with relevant education, experience and training to effectively deliver the service.

C. Goals

- Increase knowledge of financial planning and money management skills.
- Develop a personal budget.
- Increase knowledge of personal savings and investments.

11. Entrepreneurial skills training;

Santa Cruz County One Stop may provide the following:

A. Participant Services

- Entrepreneurial skills training equip participants to be self-employed, employ others, and be marketable.
- Participants should be empowered to engage in productive livelihoods by promoting economic self-reliance, self-employment, and the need to play a constructive role in the community.

B. Professional Qualifications

- Service Providers must possess industry recognized credentials with applicable relevant education, experience and training to effectively deliver the service.

C. Goals

- Increase level of knowledge of steps required to operate a business.
- Develop a plan to link participant's talents and skills to self-employment.

12. Services that provide labor market and employment information about in-demand industry sectors or occupations available in the local are, such as career awareness, career counseling and career exploration services; and

Santa Cruz County One Stop may provide the following:

A. Participant Services

- Labor market and employment information is information that reports information on the number of people employed, unemployed, unemployment rates, average wages, population, income, occupational projections, and other economic variables

B. Professional Qualifications

- Service Providers must possess industry recognized credential(s) with relevant education, experience and training to effectively deliver the service.

C. Goals

- Increase the participant's knowledge of the local and state job market.
- Increase the participant's knowledge of labor market resources.
- Explore and identify participant's career paths.

13. Activities that help youth prepare for and transition to postsecondary education and training.

Santa Cruz County One Stop may provide the following:

A. Participant Services

- Transition to postsecondary education and training activities are a comprehensive combination of rigorous coursework along with counseling, ongoing assessment, financial aid, and other supports to keep struggling students on track for high school graduation and post-secondary success

B. Professional Qualifications

- Service Providers must possess industry recognized credential(s) with relevant education, experience and training to effectively deliver the service.

C. Goals

- Increase the number of participants entering postsecondary education or training.
- Increase the knowledge of dual-credit programs.
- Increase the participant's knowledge of post-secondary funding options including scholarships and grants.

D. Training Services

As noted in this Local Plan, the Santa Cruz County One Stop is part of a state-wide system, ARIZONA@WORK, which is performance-based and offers Universal Access and Customer Choice to individuals seeking services. Since the system is customer-centric it is natural for all One Stop System Partners to ensure the job-seeker customer is provided with orientation and workshops regarding information on all services offered by the Core Partners, labor market information, workshops, training, educational opportunities and career pathways.

The Santa Cruz County One Stop Partner staff is available to assist each individual in meeting their specific needs, such as:

- Secure information on employment opportunities in Santa Cruz County or another location
- Job education and/or skill requirements
- Introduction to Eligible Training Providers
- Career pathways
- Educational classes
- Matching educational and skills to quality employment opportunities
- Federally recognized Credentials
- Incumbent and Occupational Training, and/or
- Supportive services.

Working with each Santa Cruz County One Stop Center customer to ensure the individual receives his/her desired outcomes is critical in the success of the Santa Cruz County One Stop Services Customer Choice Model.

The Santa Cruz County Workforce Development Board ensures that the training services being provided meet the needs of employers and that the individual receiving training is assured quality employment. Individual Training Providers and future Training Providers are rigorously reviewed and analyzed to ensure the training meets the standards established. When training contracts are awarded the Training Provider has met the performance requirements. The training provider must meet the One Stop Center customer needs leading to quality employment and career opportunities. Thus, the Santa Cruz County Workforce Development Board ensures customer choice of training Providers with a high performance record of training services.

Training services for job seekers that visit the Santa Cruz County One Stop Center may be offered a number of options depending on their needs, fund availability and eligibility. They may qualify for:

1. Skills Training – working with the job seeker, the Santa Cruz County One Stop staff may enroll the individual in a qualified training program from the Eligible Training Provided List. The goal is for the job seeker to acquire the educational and/or skills, knowledge and proficiency levels to secure and retain employment.
2. Skills upgrade – in the workplace working with the employer to increase the skills required for maintain the job, changes in technology or preventing being laid-off.
3. On the Job Training – in the work place working with the employer to train the job seeker to acquire employer recognized skills/knowledge and help retain or acquire, unsubsidized long-term employment. Employer may be subsidized for training time and supplies.
4. Occupational Skills Training - an organized program of study that provides specific vocational skills that lead to proficiency in performing actual skills and technical functions required by certain occupational fields at entry, intermediate or advanced levels.
5. Apprenticeship Training – Registered Apprenticeship Training combines paid learning On the Job Training and related technical and theoretical instruction in a skilled occupation.
6. Incumbent Worker Training – working with employers, the individuals that have been employed at least six months with the employer and need to retain employment by averting lay off or increase skills necessary for promotion within the company and to create opportunities for the employer.
7. Customized Training – working with employers individually or in a group for a particular industry the training provided is specific to that employer and/or industry. It may be that new technology has been introduced or has changed and the workers are in need of specific skills to retain employment.

8. Entrepreneurial Training – working with the individual, if it is determined that the skills and or knowledge is suited to assisting in beginning a business, the Santa Cruz County One Stop Center will work with the individual to secure the necessary training to acquire the entrepreneurial skills to make a successful business venture, the procedure to obtain necessary permits and licenses and how to write a business plan.
9. Adult Educational and Literacy opportunities – basic skills instruction is intended to prepare the individual for further training, future employment or retention of present employment. Includes remedial reading, writing, mathematics, literacy training, study skills, English for non-English speakers, bilingual training and GED testing preparation, computer assisted competency training and school to post-secondary education transition and basic computer literacy. Individuals enrolled in the Adult Education and Literacy are below post-secondary level and may enroll in several courses to increase their competency level to function in the workplace.
10. Transitional Training – though limited by WIOA, this allows for the training of individuals with barriers to employment to be placed in subsidized employment to acquire the necessary work history, work experience and skills to be employed.
11. Individuals who meet the qualifications for Vocational Rehabilitation may be enrolled in any number of training programs, post-secondary degree certificate courses and or special accommodations to ensure success in the workplace. Special equipment may be provided for worksite accessibility and productivity to acquire a professional certificate or post-secondary education degree certificates.
12. Post Program Support Services may include assistance with transportation, family care, clothing, tools or equipment.

E. Co-Enrollment

All WIOA Core Partners agree to co-enroll participants in multiple programs whenever appropriate, and as eligibility and other program regulations allow. Title II Literacy Volunteers of Santa Cruz County has been invited to the Santa Cruz County Workforce Development Board meetings and to the Core Partner meetings to facilitate coordination and co-enrollment of WIOA customers.

DES Rehabilitation Services staff is co-located in the Santa Cruz County One Stop Center and has been working closely with the other Core Partners to ensure individuals with disabilities have access and services from all Core Partners. As part of the continuous improvement strategies, the Santa Cruz County Workforce Development Board ensures the Core Partners provide program information, cross-train One Stop staff and share resources.

Working in a seamless, efficient, effective customer-centric service delivery model will increase customer choice and leverage the Core Programs' funding and services. The

integrated service delivery leading to career pathways will also ensure the availability of educational opportunities and training. The objective of such co-enrollments is to broaden the service options for participants and to respond to unmet training, supportive service, and placements support needs. Furthermore, co-enrollment allows the Core Partners to share credit for outcomes.

WIOA Core Partners have created a Pre-Assessment Form that is used by the Welcome Team when a new customer or potential participant enters the One Stop for information and assistance with programs and services available. If the customer expresses interest in job search only, he/she is referred to Title III for AJC registration and job search assistance. The Pre-Assessment Form contains pertinent questions that, when answered, allows us to identify Title I, II, and IV potential participants. Core Partners utilize an in-house hard copy Referral for Services Form and potential participants are referred as appropriate.

The WIOA Core Partners agree to:

- Review and revise enrollment procedures, if needed, to facilitate co-enrollment whenever possible and appropriate.
- Cross-train Core Partner staff in enrollment procedures and requirements to facilitate co-enrollment as needed.
- With the informed consent of the affected participant, share participant information (including eligibility and assessment information) to minimize participants' needs to have to provide similar or identical information to more than one of the Core Partners.

WIOA Core Partners meet monthly to discuss procedures and any improvements to procedures identified that would allow enhanced service delivery.

F. Entrepreneurial Skills

The Santa Cruz County Workforce Development Board recognizes the importance of developing new and expanding existing businesses in Santa Cruz County. In the next Santa Cruz County Workforce Development Board Strategic Training/Planning session, we are scheduled to explore and discuss the opportunities to provide entrepreneurial skills development. We will communicate with the Service Corps of Retired Executives (SCORE), Cochise Community College and United States Department of Agriculture Rural Services to inquire about the services they may offer. We will seek a relationship to establish a program or course for tutoring, shadowing and developing entrepreneurial skills.

We will explore business start-up requirements, such as:

- Type of business to be developed;
- Determining availability and costs for required specialized tools or equipment;

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- Understanding personal skills to open a business;
- Understanding market and customer needs;
- Determining if Sole Proprietor, LLC or Incorporation is best;
- Developing a business plan;
- Registering the business;
- Developing financial needs and availability of funding;
- Securing financing to start a business;
- Understanding cash-flow issues;
- Meeting business tax requirements;
- Securing appropriate insurance coverage;
- Developing a marketing plan;
- Meeting legal, licensing, permits and copyright requirements;
- Acquiring an office or work site; and
- Preparing for the unexpected.

Working with Pima, Yuma and Cochise Counties and the Santa Cruz County Superintendent of Schools, we have partnered in developing a Youth Career Connect entrepreneurial program. Youth Career Connect builds on the 30-year history of collaboration between the southern Arizona border counties. By aligning and combining our workforce development, economic development and educational initiatives under the Innovation Frontier alliance, we have been able to leverage common assets around shared priorities for much greater impact.

Southern Arizona is a region of contrasts in which our tremendous advantages in aerospace, defense, and advanced technology need to engage a wider cross section of our population. Meanwhile, employers in these industries need to be able to rely on a talent pool that is prepared to move into the jobs of the future.

The industry partners of Youth Career Connect are pioneering a new level of involvement in career technical education, both at the high school and community college level. These businesses are providing:

- Work-based learning opportunities;
- Mentoring, and
- Paid jobs for graduates.

Businesses are consulting closely with faculty on curriculum to ensure students learn what they need to know to work in the industry and receive State approved credentials pertain to the industry.

These elements match up with the educational reform model, known as Pathways to Prosperity, on which this Youth Career Connect initiative is based. The US Department of Labor responded to an important white paper out of the Harvard Graduate School of Education and Jobs for the Future and selected southern Arizona as one of the 24 sites

nationwide to develop and scale up this model. Southern Arizona was awarded \$5.35 million for this effort, and we are delighted to recognize our successes thus far.

G. Career Pathways

Acting as a convener, the Santa Cruz County Workforce Development Board with representatives of secondary and postsecondary education programs, will lead efforts in Santa Cruz County to develop and implement career pathways within the county by: aligning the employment, training, education, and supportive services that are needed by adults and youth, particularly individuals with barriers to employment.

In previous sections, we have presented the data offered by the Arizona Office of Economic Opportunity. Our analysis of the Santa Cruz County Industry Sectors and occupations gives us plenty of opportunity to identify all the potential career pathways within the industry sectors and occupations.

The WIOA Core Partners will continue to strengthen core programs and career pathways making available quality education, training, On-the-Job-Training, internships and support services. We will also focus on developing our delivery system to ensure quality, industry recognized, stackable and portable credentials and/or certificates for our job seeking customers.

The Santa Cruz County Workforce Development Board in its role of convener and collaborator is committed to increase and further develop communications with the Industry Sectors identified in this Local Plan. The Santa Cruz County Workforce Development Board and the WIOA Core Partners, working with the businesses in Santa Cruz County, will continue to develop and offer clear and improved career pathways for individuals joining or existing in the Santa Cruz County industries and occupations.

The Santa Cruz County Workforce Development Board and Core Partners will research, evaluate and test promising and proven career pathways practices. Working with Out-of-School youth, our efforts will be to bring the individuals into the One Stop Center System and offer them opportunities to re-engage in securing a High School Degree or Equivalent. During their time enrolled in the educational track, we will provide information on career opportunities and pathways to continuously improve their skills and grow on the job.

The Santa Cruz County Workforce Development Board is keenly interested in ensuring that our job seeking customers received all possible services to ensure they have meaningful employment with living wages. As we implement our continuous improvement strategies and research best practices with interest, we are followed the progress made over the last few months in Washington D.C by the United States Department of Education, Office of Career, Technical, and Adult Education (OCTAE). Below is a summary of a model that may be applicable to Santa Cruz County.

The OCTAE staff of visited adult charter schools and schools for disconnected or opportunity youth in the D.C. area. They were inspired by the dedicated students, faculty, and staff and saw the need for more high-quality and adequately resourced adult and family charter schools, pilot schools, or other blended learning or hybrid schools for adults and youth in the United States. There are currently 36 million adults and 5.3 million disconnected or youth in the country that could benefit from access to such schools.

Carlos Rosario International PCS and the other adult schools in D.C. are giving students the opportunity to learn in-demand occupational skills and employability skills necessary for employment, while they learn literacy and numeracy.

Today's older youth and adult learners face a number of obstacles that keep them from completing their education, for this reason it is critical that the schools that serve them provide the needed supports to minimize these external barriers. For example, some schools offer day, evening, and night classes to ensure their classes meet the varying schedules of students, free child care while students attend class, and transportation subsidies. They also offer college and career counseling and give students social services support. Communities across the country can benefit from models like these that give older youth, low-skilled adults, and families access to high-quality, adequately resourced schools.

On December 1, 2016, OCTAE, the Barbara Bush Foundation for Family Literacy, and the Carlos Rosario International Public Charter School hosted the first *Adult Schools Growth Forum* focused on expanding high-quality schools for low-skilled adult learners, youth, and other disadvantaged older youth and adults.

The forum is the first step in what we hope will be a continued conversation on how to expand educational options for older youth, adults, and families. The event brought together individuals and organizations with a vested interest in expanding access to high-quality schools for adults including adult charter school and adult school operators, community leaders interested in creating high-quality and adequately resourced adult schools, charter school authorizers, city and state education policy decision makers, national associations, researchers and evaluators, potential investors, federal agencies, and intermediaries involved in promoting and expanding access to these types of schools.

As part of our convening and coordinating functions, the Santa Cruz County Workforce Development Board will review this model and explore how it can be transported and implemented in Santa Cruz County.

H. Post-Secondary Credentials

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The Santa Cruz County Workforce Development Board and WIOA Core Partners are committed to serving our businesses and job seeking customers with quality, effective and efficient service delivery. Through the Santa Cruz County Provisional Community College District, we have established long-term relationships with Cochise Community College, Pima Community College and the University of Arizona.

The post-secondary institutions serving Santa Cruz County also offer online internet web-based instruction and certificates. When appropriate, we use these institutions. We have diligently worked to identify in-demand industries and occupations and ensure our job seeking customers will be able to acquire the industry recognized postsecondary credentials, certificates or degrees.

When web-based instruction leading to a professional industry approved certificates is not available the Santa Cruz County One Stop participants are offered transportation via, travel vouchers and/or transportation in a One Stop Center vehicle.

It is the intent of the Santa Cruz County Workforce Development Board to ensure priority in securing industry approved professional certificates leading to career pathways. Certificates should be stackable, transferable and portable.

In addition to the formal academic and/or training programs, we leverage Core Partner program services. Thus, a participant in any of the Santa Cruz County One Stop Programs may be receiving classroom instruction paid by a Core Program and receiving On-the-Job training paid by another. Furthermore, cost of transportation may be paid by still another Core Program. If the individual job seeker needs additional support, we may utilize an outside agency that specializes in the needed services.

The Santa Cruz County Workforce Development Board also considers the career pathways in determining the service mix for the participant. A structured approach, yet flexible enough to meet the individual needs of the participants. We are focused on a clear return on investment by ensuring the educational and training investments lead to an industry recognized skillset, credential, certificate or degree.

IX. PERFORMANCE AND CONTINUOUS IMPROVEMENT

A. Levels of Performance

As required by WIOA, the Santa Cruz County Workforce Development Board and the Governor of Arizona have negotiated the Santa Cruz County Accountability Measures for Program Year 2016 (PY 16) and Program Years 2017 (PY 17) Title I Accountability Measures only. The following Title I Accountability Measures for Adult, Dislocated Workers and Youth programs are in Tables 23 -25:

Since it is the first year of the WIOA implementation, both parties recognize that there may be a need to renegotiate the PY 16 and PY 17 WIOA Title I Accountability Measures.

Table 23

Santa Cruz County Performance Measures, PY 16 & PY 17 WIOA Title I Adult

Measure	Negotiated Measure PY 16	Negotiated Measure PY 17
Employment 2 nd Quarter after Exit	75%	77%
Employment 4 th Quarter after Exit	70.0%	72%
Median Earnings 2 nd Quarter after Exit	\$5,500.00	\$5,800.00
Credential Attainment Rate	53.4%	56.4%
Measurable Skill Gain	Baseline	Baseline

The Santa Cruz County Workforce Development Board eagerly awaits the final Accountability Measures for Title II Adult Education, Title III Employment Security and Title IV Vocational Rehabilitation. In this Santa Cruz Country WIOA Local Plan, we note that the Santa Cruz County Workforce Development Board has not been involved in the negotiations for Titles II, III, and IV.

The Santa Cruz County Workforce Development Board takes seriously its WIOA Programs oversight role to ensure high levels of performance for all Core Titles working in the Santa Cruz County One Stop System. The LWDB agenda has scheduled regular updates on the WIOA Core Programs and we will work to ensure high performance and continuous improvement is the integrated into the Santa Cruz County One Stop Delivery System.

Table24

**Santa Cruz County Performance Measures, PY 16 & PY17
Dislocated Workers**

Measure	Negotiated Measure PY 16	Negotiated Measure PY 17
Employment 2 nd Quarter after Exit	50%	
Employment 4 th Quarter after Exit	50%	
Median Earnings 2 nd Quarter after Exit	\$6,999.00	\$7,299.00
Credential Attainment Rate	50%	53%
Measurable Skill Gain	Baseline	Baseline

Table 25

**Santa Cruz County Performance Measures, PY 16 & PY17
Youth (14 – 21 Years Old)**

Measure	Negotiated Measure PY 16	61.0%
Employed, in Education or Occupational Skills Training in the 2 nd Quarter after Exit	60%	62%
Employed, in Education or Occupational Skills Training in the 4 th Quarter after Exit	60%	Baseline
Median Wage	Baseline	65.0%
Credential	60.0%	Baseline
Measurable Skill Gain	Baseline	Baseline

At our next scheduled Santa Cruz County Workforce Development Board Training Session, we will discuss all the Santa Cruz County One Stop System Partners' Accountability Measures and develop a rigorous oversight strategy or Accountability Measures of the WIOA Core Partners.

The Santa Cruz County Workforce Development Board is appreciative of the support provided by the State of Arizona and we will continue to work with the staff to ensure the

Santa Cruz County One Stop System not only meets but exceeds all negotiated and expected measures and service delivery to our job seeking and business customers.

B. High Performance Board

The Santa Cruz County Workforce Development Board will focus on the following three main principles suggested for a high performance board:

Advance Vision and Create Strategy

Given that WIOA is a transformational law that will require transformational leadership to implement, the Santa Cruz County Workforce Development Board serves as the keeper of a guiding vision, and engages funders, partners, employers, and community members around that vision. The Santa Cruz County Workforce Development Board will align its work with the Santa Cruz County WIOA Core Partners and other Supportive Partners. We will also focus our efforts around Career Pathways and Sector Strategies.”

Policy Implementation

One of the key principles of WIOA and the Santa Cruz County Workforce Development Board is a commitment to identify employer centric solutions through strategic partnerships and collaborative service – better aligned programs and services and complementary investment strategies across programs and agencies. The WIOA provides for Santa Cruz County Workforce Development Board to address a series of goals: convening stakeholders to advance common goals; aligning across Partner programs; building the capacity of all Partners and linking to resources on specific topic areas such as career pathways, sector strategies, and services to youth.

Reporting Outcomes and Sustaining Change

“The Santa Cruz County Workforce Development Board will look for real world examples of how to better understand the needs of current clients in order to design services for them, as well as presenting outcomes to stakeholders, with specific attention to effective structure and measurement of program outcomes. Information addressed includes: ongoing system planning with Core Partners; and reporting and seeking to improve program outcomes. There is a need for demonstrating outcomes and return on investment to Core Partners and businesses; evaluating systems and redesigning processes; and using Customer Centered Design. It is intended that this section may also serve as a repository long term as technical assistance is provided regarding program evaluation and metrics, and promising practices are identified following the roll out of the regulations.”

The Santa Cruz County Workforce Development Board will incorporate above described principles and continuous improvement strategies in all of its responsibilities. Our, Santa

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Cruz County Workforce Development Board responsibilities and goals in the WIOA include:

- Local Plan. Santa Cruz County Workforce Development Board, in partnership with the chief elected official...shall develop and submit a local plan to the Governor...
- Workforce Research and Regional Labor Market. In order to assist in the development and implementation of the local plan, the Santa Cruz County Workforce Development Board shall carry out analysis of the economic conditions of the region, the needed knowledge and skills of the region, the workforce of the region, and workforce development activities (including education and training)...
- Convening, Brokering and Leveraging. - The Santa Cruz County Workforce Development Board shall convene local workforce development system stakeholders to assist in the development of the Santa Cruz County WIOA Local Plan and in identifying non-federal expertise and resources to leverage support for workforce activities...
- Employer Engagement. - The Santa Cruz County Workforce Development Board shall lead efforts to engage with diverse range of employers and with entities in the region involve, promote business representation...develop effective linkages with employers to support employer utilization of Santa Cruz County workforce system....ensure the workforce investment activities meet the needs of employers and support economic growth in the region...
- Career Pathways Development. - Santa Cruz County Workforce Development Board, with representatives of secondary and postsecondary education programs, shall lead efforts to develop and implement career pathways by aligning employment, training, education and supportive services...
- Proven and Promising Practices. - The Santa Cruz County Workforce Development Board shall lead efforts to identify and promote proven and promising strategies and initiatives for meeting the needs of employers and jobseekers. Identify and disseminate information on proven and promising practices...
- Technology; Program Oversight. - The Santa Cruz County Workforce Development Board shall develop strategies for using technology to maximize the accessibility and effectiveness of the local workforce system for employers, and workers and job seekers...
- Program Oversight.- The Santa Cruz County Workforce Development Board, in partnership with the chief elected officials, shall conduct oversight for youth workforce activities...employment and training activities for dislocated

workers, adults and the One Stop delivery system...ensure appropriate management of the funds provided...

- Negotiations of Local Performance Accountability Measures. - The Santa Cruz County Workforce Development Board, chief elected official, and the Governor shall negotiate and reach agreement on local performance and Accountability Measures...
- Selection of Operators and Providers. - The Santa Cruz County Workforce Development Board, with agreement of the chief elected officials shall designate or certify One Stop operators, youth providers, identify eligible providers of training services, work with the State to ensure there are sufficient numbers and types of providers of career services and training services in a manner that maximizes consumer choice, as well as providing opportunities that lead to competitive employment for individuals with disabilities...
- Coordination with Education Providers. - The Santa Cruz County Workforce Development Board shall coordinate activities with education and training providers...
- Budget and Administration. - The Santa Cruz County Workforce Development Board shall develop a budget for activities of the Santa Cruz County Workforce Development Board, consistent with the local plan and the duties of the board...subject to the approval of the chief elected official. and
- Accessibility for Individuals with Disabilities.-The Santa Cruz County Workforce Development Board shall annually assess the physical and programmatic accessibility ... of all One Stop centers in the local area.

C. Continuous Improvement of Eligible Service Providers

The Santa Cruz County Workforce Development Board will continue to lead efforts in Santa Cruz County to ensure the quality, cost-effective and industry driven delivery training services by all service providers. We will ensure that all training will provide our job seeking customers with the education and skills necessary to meet the demand industries and occupations requirements and standards. We will also ensure that the job seeker customer secure quality jobs that have viable career paths.

The Santa Cruz County Workforce Development Board and WIOA Core Partners work with in-demand industry and occupation employers to determine their workforce needs, skill and training requirements. The review of in-demand industries and occupations determines what targeted training providers will be considered for inclusion into Eligible Training Provider List (ETPL) to provide training services. Once the WIOA Core Partners determine that the training provider should be included into the ETPL, a

recommendation is made for the Santa Cruz County Workforce Development Board to approve. After review, the Santa Cruz County Workforce Development Board may if appropriate approve the training provider for inclusion into the ETPL.

In partnership with the State of Arizona, the Santa Cruz County Workforce Development Board and WIOA Core Partners input the information of the eligible training provider. The State of Arizona and Santa Cruz County criteria have been established to ensure quality and meaningful training is provided. The State of Arizona and Santa Cruz County maintain and update the ETPL.

In order to provide training services to WIOA Title I participants a training provider must be approved and listed in the ETPL.

Training providers may be removed from the ETPL for failure to:

- Provide quality training services;
- Maintain appropriate license requirements;
- Comply with WIOA and Rules,
- Continue providing the training services; and
- Comply with agreed upon costs.

As part of our continuous improvement strategies, the Santa Cruz County Workforce Development Board and One Stop System partners are constantly seeking and evaluating training providers for training in the in-demand industries and occupations. We will continue to work with the Arizona Office of Employment Opportunity to continuously update our economic, industry and occupations data. We will also work with the Department of Education and Department of Economic Security to ensure the best-practice and model programs are examined, evaluated and tested in our efforts to provide the best customer-centric services available.

During our Board meetings, we receive up to date data-based information and reports. We will evaluate the benefits and costs of each and every training provider to ensure they are providing the education and/or training that leads to career pathways opportunities and a living wage for the job seekers. For our employers we will ensure all customers referred or place in the business are equipped with the skill necessary to succeed and grow on the job.

D. Integrated Technology

The Santa Cruz County Workforce Development Board will continue to develop strategies for using technology to maximize the accessibility and effectiveness of the local workforce development system for employers, and workers and jobseekers, by:

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1. Facilitating connections among the intake and case management information systems of the WIOA Core Partner programs to support a comprehensive workforce development system in the local area;
2. Facilitating access to services provided through the One Stop delivery system involved, including facilitating the access in remote areas;
3. Identifying strategies for better meeting the needs of individuals with barriers to employment, including strategies that augment traditional service delivery, and increase access to services and programs of the One Stop delivery system, such as improving digital literacy skills; and
4. Leveraging resources and capacity within the local workforce development system, including resources and capacity for services for individuals with barriers to employment.

The Santa Cruz County Workforce Development Board commitment to continuous Improvement has been to seek, analyze and implement promising or model practices. It is the intent to review and analyze the Yuma County Integrated Service Delivery System (ISDS) in during this Program Year. The System allows Core Partners to track customer navigation through the system. Yuma has offered to provide information about the data base that allows for internal tracking of customers, workshop attendance and workshop schedules. In addition, Yuma has generously offered technical assistance in utilizing the system as a tool to assist with the provisions of services to One Stop customers

The Santa Cruz County Workforce Development Board sees this as an opportunity to:

- Improve our current data system;
- Create efficiencies;
- Increase customer choice;
- Increase cost savings;
- Enable greater WIOA Core Partner coordination;
- Ease co-enrollment;
- Increase Program Performance Outcomes.

X. COMPLAINT AND GREIVANCE PROCEDURES

At any time a job seeker, applicant, participant, business customer, contractor, or service provider, may file a protest for denial of eligibility or denial of continued services due to non-compliance, award of a contract, the process used in awarding the contract or other actions by the Santa Cruz County Workforce Development Board and /or One Stop Center Operator. All protests must be filed in writing.

All Santa Cruz County One Stop Center customers may file a complaint if they feel that they are not being treated professionally or not receiving any of the Santa Cruz County One Stop Center services that they think they are entitled to receive.

First Level is with staff providing the services. The staff works with the customer explaining the Programs, eligibility, availability of funds and training providers. If the customer is satisfied, the complaint is considered closed.

Second Level is when the customer is not satisfied with the response, services or information provided. The customer may file a complaint with the Supervisor or Case Manager. If the customer is satisfied the complaint is considered closed.

Third Level is when the customer is not satisfied with the response, services or information provided. The customer may file a complaint with the Santa Cruz County One Stop Center Director. If the customer is satisfied, the complaint is considered closed.

The decision by the WIOA Director is final unless it is a discrimination complaint which is processed by the Santa Cruz County Equal Opportunity Officer. WIOA related complaints are resolved by the WIOA Director. Other Core Partner Programs have their own complaint resolution process. A complete record of the complaint is filed in the Santa Cruz County One Stop Center customer's file. This file is made available to County, State and Federal monitors.

WIOA applicants and/or participants may submit a discrimination complaint to the State of Arizona WIOA Equal Opportunity. Discrimination complaints may be sent directly to:

Santa Cruz County:

Belinda St. John
Santa Cruz County Workforce Development
610 North Morley Ave.
Nogales, AZ 85621
Phone: 520-375-7670

State of Arizona:

Lynn A. Nedella,
State WIOA Equal Opportunity Officer
4000 North Central Ave. Ste. 1550
Phoenix, AZ 85012 MD 5771
Phone: (602) 542-3957
Fax: (602) 542-2491
Email: LNEDELLA@azdes.go

US Department of Labor:

Naomi M. Barry-Perez, Director
Civil Rights Center (CRC)
US Department of Labor
200 Constitution Avenue NW
Room N-4123
Washington, DC 20210
Phone: (202) 693- 6500
Fax: (202) 693-6505
TTY: (202) 693-6516

Individual WIOA Core Partner grievances policies are posted handed to participants and are available from the partners. These policies may be obtained by the job seeker, applicant, participant, business customer, contractor, or service provider.

Vocational Rehabilitation Grievance Procedures

All grievances related to the provision of a Vocational Rehabilitation service will follow the policies and procedures set forth by the Arizona Rehabilitation Services Administration program as required by federal regulations.

Section 3.1- Overview of Appeals

A. Definitions

1. **Administrative Review**” means an investigation of laws, regulations, and policies that apply to the situation as well as any options available to resolve the concerns of the client by the AZRSA Administrator or their designee.
2. **“Client Assistance Program”** or “CAP” means a program established by Federal Regulation and is intended to advise, inform, assist, and advocate for clients and applicants in order for them to participate in programs.
3. **“Electronic Case File”** or “ECF” means the portion of the client record of service created and/or stored in an electronic case management system.

4. **“Extended Support Services”** or **“ESS”** means ongoing support services, usually provided by an entity not a part of AZRSA, which are needed to support and maintain an individual in supported employment after Vocational Rehabilitation services through AZRSA are completed.
5. **“Individualized Plan for Employment”** or **“IPE”** means a written program of services developed with the client that comprehensively documents the purpose, goals, responsibilities, and services necessary for a client’s successful rehabilitation.
6. **“Fair Hearing”** means a process by which an impartial Administrative Law Judge or ALJ will review the case and evidence provided by both the client and the agency in order to provide a written decision with regard to the disagreement.
7. **“Informal Review”** means review of the client case and the associated disagreement by the AZRSA local office supervisor.
8. **“Mediation”** means an informal resolution process which utilizes a qualified and impartial individual who is appointed by the State Attorney General’s Office to assist in the resolution of the disagreement.
9. **“Ombudsman”** means a representative assigned by the Administrator of AZRSA whose duties include assisting the applicant, client, and AZRSA in investigating and addressing complaints and guiding the client and agency through the complaint resolution process.
10. **“Post-Employment Services”** or **“PES”** means those services which may be provided within 1 year of successful closure from VR services if:
 - a. The client was successfully employed as a result of services provided by the Vocational Rehabilitation program, and
 - b. The client’s case has been closed with Vocational Rehabilitation.
11. **“Request for Review of Determination”** means a form provided to the client, or their representative, which serves as a written notice of appeal rights regarding decisions made by AZRSA personnel.

Policy

1. Anytime a decision which affects the provision of Vocational Rehabilitation services that has been made by AZRSA staff, AZRSA staff will provide the following information to the client or their representative:
 - a. Advise the client of their right to request a review of the determination,
 - b. Provide a written notice of client rights and appeals options by utilizing the Request for Review of Determination form; and
 - c. Advise the client of the availability and right to utilize the Client Assistance Program (CAP).
2. Notice of client rights and written notice of appeals will be provided in writing by utilizing the Request for Review of Determination form to the client, and their representative if appropriate, at the following times:

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- a. When the client applies for services;
 - b. When AZRSA staff makes an eligibility decision;
 - c. When AZRSA staff determines placement into an Order of Selection (OOS) category;
 - d. When a client is placed on the Extended Support Services (ESS) waitlist;
 - e. When Individualized Plan for Employment (IPE) is developed;
 - f. Any time that AZRSA staff makes a decision or intends to reduce, suspend, or terminate planned services and/or goods being provided;
 - g. AZRSA staff notifies the client of intent to close a case for any reason; and
 - h. Upon denial of Post-Employment Services (PES).
3. AZRSA staff will advise the client of the following appeals processes available to them.
 - a. Informal Resolution;
 - b. Administrative Review;
 - c. Mediation; and/or
 - d. Fair Hearing.
4. If a decision is being disputed, AZRSA staff will ensure that the client, or their representative if appropriate, is aware that a formal request for review of a determination must be submitted within 15 calendar days of the date that the written decision letter was mailed.
5. Formal written requests are acceptable in the following formats:
 - a. Utilizing a Request for Review of Determination; or
 - b. Any other written communication which will include:
 - i. An explanation of the issue(s) under contention;
 - ii. Client, or their representative if appropriate, signature and date;
 - iii. An indication whether the client is willing to resolve the issue(s) through an informal review, administrative review, mediation, or formal due process hearing.
6. AZRSA staff will direct clients who request assistance in completing a written appeal to the AZRSA Ombudsman or local CAP office.
7. The AZRSA Ombudsman will schedule a Fair Hearing to occur within 60 days of submitting a Request for Review of Determination regardless of resolution options chosen.
8. AZRSA staff will work with the client and the AZRSA Ombudsman throughout the appeal process until a final resolution is provided.

Procedure

1. AZRSA staff will advise the client in writing of any decisions made which affects VR service provision and provide the client with a Request for Review of Determination.
2. AZRSA staff will advise the client of the Client Assistance Program (CAP) and provide the client with CAP contact information when issuing a written decision letter.

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3. AZRSA staff will accept any written request for review and date stamp the request.
4. AZRSA staff will scan the written request for review of determination and load into the client's ECF.
5. AZRSA staff will forward the written request for review electronically or via interoffice mail to the AZRSA Ombudsman within 2 business days of receipt of document.

Contact information for State and Federal EO Officer is also posted at the Santa Cruz County One Stop Center Site.

XI. PLAN DEVELOPMENT

A. Chief Local Elected Official Involvement

When the State of Arizona Department of Economic Security made the Local WIOA Plan Guidance available, the Santa Cruz County WIOA Administrator met with the Santa Cruz County Manager to discuss the development of the Santa Cruz County Local Plan and secure direction from the Elected Officials. Subsequent meetings, emails and telephone calls have been exchanged to ensure continuous involvement from the County Administration and Elected Officials.

During the drafting period of the Santa Cruz County Local Plan, the State of Arizona has sent out additional information and clarification. As the Local Plan Guidance has changed, we have discussed the need for additional information from DES and key stake-holders. In addition, we discussed the changes with the County Administration and additional input from the Board of Supervisors was secured.

The Santa Cruz County WIOA Director has been scheduled to provide official updates at the Santa Cruz County Board of Supervisors meetings. The meetings are open to the public and therefore this forum offers additional opportunities for public comments.

Final Santa Cruz County approval of the Santa Cruz County Local Plan took place at the scheduled Santa Cruz County Workforce Development Board meeting and additional public comments were sought – none were received. After the Santa Cruz County Workforce Development Board approval, the Santa Cruz County Local Plan was sent to the Santa Cruz County Board of Supervisors, placed on the agenda for their review and consideration. The Santa Cruz County Board of Supervisors approved the Santa Cruz County Local Plan at the regularly scheduled meeting opened to the public and no public comments on the Santa Cruz County WIOA Local Plan were received

B. Process Used by Board

From the beginning, the Santa Cruz County Workforce Development Board and Santa Cruz County One Stop Center stakeholders were invited to participate in the development of the Santa Cruz County Local Plan. As drafts were created, copies were available for all stakeholders. Numerous scheduled meetings were held to review the various drafts. As input was received it was added to the Santa Cruz County Local Plan drafts. Valuable reports, data, business information, lists of services, and other information was received and incorporated into the draft Santa Cruz County Local Plan.

The WIOA Core Partners' past stakeholders and organizations were invited to participate:

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- Santa Cruz County WIOA Adult, Dislocated Workers and Youth
- Santa Cruz County Continuing Education
- DES Employment Administration: Employment Services, Veterans Programs Migrant Seasonal Farm Workers (MSFW), Trade Adjustment Act (TAA) and Unemployment Insurance (UI)
- DES Rehabilitation Services Administration
- Asociación National ProPersonas Mayores (Project Ayuda)
- University of Arizona-Santa Cruz
- Cochise College – Santa Cruz County Provisional Community College District
- Nogales Unified School District & Santa Cruz Valley Unified School District
- Patagonia Union High #20
- Fred Acosta Tucson Job Corps
- Portable Practical Educational Preparation (PPEP) Inc. (Farmworker Jobs Program and WIOA Section 167
- Nogales-Santa Cruz County Chamber of Commerce and
- Mexican Consulate Office

In addition, the Santa Cruz County WIOA Director provided access to updated drafts of the Santa Cruz County Local Plan to the Santa Cruz County Workforce Development Board, Santa Cruz County Board of Supervisors, local businesses, community members and partners in Santa Cruz County and partners outside the county boundaries.

Since major populations have been using the internet to access information, the Santa Cruz County WIOA Director will publish a draft of the Santa Cruz County Local Plan in its website with viewers being able to communicate their comments back to the Santa Cruz County WIOA Administration.

As part of the public comment requirement, Santa Cruz County WIOA Director published a PUBLIC NOTICE making the Santa Cruz County Local Plan available at the Santa Cruz County One Stop Center for public review during its regular office hours. The office hours are Monday through Friday 8:00 AM to 5:00 PM except holidays.

Attached, as Appendix 1, is the copy of the public notice posted indicating the availability of this Santa Cruz County Local Plan for public review and comment as requested by the State.

Public Availability

The Santa Cruz County Local Plan has been made available to all the stakeholders who were asked to share and disseminate among their staff and customers. The Santa Cruz County Local Plan will be uploaded for public view.

Public Notice of the Santa Cruz County local Plan was published in the local news media.

C.

APPENDIX 1: Copy of the published notice (a screen print is acceptable for internet publication)

D.

APPENDIX 2: Copy of the distribution list used for notification of key stakeholders

E.

APPENDIX 3: Copy of all comments received as result of the public notice.

Outcomes from Public Comments

Santa Cruz County Workforce Development Board

Arnold Quijada, Chair
Santa Cruz County Local Workforce
Development Board

Date

Approved by:

Manuel Ruiz, Chair
Santa Cruz County Board of Supervisors

Date

Appendix 1

PUBLIC NOTICE

The Workforce Innovation and Opportunity Act (Public Law 113-128) requires that Local Workforce Development Boards create and submit to the Governor a comprehensive Local Plan.

**PUBLIC COMMENT ON THE
SANTA CRUZ COUNTY FINAL LOCAL PLAN
JULY 1, 2016 – JUNE 30, 2021**

Santa Cruz County requests public comment on the above referenced plan. A copy of the proposed plan has been posted on the Santa Cruz County website since January 3, 2017 and a copy of the proposed plan is available for public inspection for 30 days from March 28, 2017 to April 27, 2017 at the following locations:

www.santacruzcountyaz.gov

Santa Cruz County One-Stop Career Center
610 N. Morley Avenue
Nogales, AZ 85621
(520) 375-7670
Monday thru Friday (8:00 am – 5:00 pm)

Written comments should include contact information and may be directed to:

Email: bstjohn@santacruzcountyaz.gov

Mail: Santa Cruz County One-Stop Career Center
Attn: Belinda St. John
610 N. Morley Avenue
Nogales, AZ 85621
Fax: (520) 281-1166

APPENDIX 2

Copy of the distribution list used for notification of key stakeholders

The WIOA Core Partners' invited past stake-holders and organizations to participate:

- Santa Cruz County WIOA Adult, Dislocated Workers and Youth
- Santa Cruz County Continuing Education
- DES Employment Administration: Employment Services, Veterans Programs Migrant Seasonal Farm Workers (MSFW), Trade Adjustment Act (TAA) and Unemployment Insurance (UI)
- DES Rehabilitation Services Administration
- Asociación Nacional ProPersonas Mayores (Project Ayuda)
- University of Arizona-Santa Cruz
- Cochise College – Santa Cruz County Provisional Community College District
- Nogales Unified School District & Santa Cruz Valley Unified School District
- Patagonia Union High #20
- Fred Acosta Tucson Job Corps
- Portable Practical Educational Preparation (PPEP) Inc. (Farmworker Jobs Program and WIOA Section 167
- Nogales-Santa Cruz County Chamber of Commerce and
- Mexican Consulate Office

APPENDIX 3

Copy of all comments received as result of the public notice.

Outcomes from Public Comments:

NONE